



Airlines for America[®]

We Connect the World

The State of U.S. Commercial Aviation

Updated March 2, 2025

<https://www.airlines.org/dataset/state-of-us-aviation/>

U.S. Airlines Facilitate the Safe and Efficient Movement of People and Goods Worldwide

Data Reflects Passenger and Cargo-Only Operations*

> 1M
employees
around the world



Powering ~27K
flights per day
across the globe



Carrying ~2.7M
passengers
per day to/from
~80 countries



Moving ~61K
tons of cargo
per day to/from
more than 220
countries



Sources: A4A, Bureau of Transportation Statistics, Diio by Cirium and company literature

* Headcount as of Dec-2024; other statistics are average for 12ME Nov-2024

Key Points

- » Demand for air travels remain healthy, but growth rates have slowed.
 - » **YOLOism** and the nearly four-fold increase in **hybrid work** have been positive forces.
- » Air cargo demand remains solidly above 2019 levels.
- » Airlines of all shapes and sizes continue to retool products and networks to reflect the changing face of demand and to cope with inflation, but **growth rates—and profit margins—differ widely**.
- » ATC issues, aircraft/engine deliveries, labor supply, parts scarcity, MRO bottlenecks and workforce juniority have curbed growth and led airlines to hold onto older equipment to accommodate demand.
- » In large part, airlines have been using **cash flow** to add staff, renew fleets, upgrade ground equipment and IT and retire the massive **debt** accumulated in 2020-2021 to weather the pandemic.
- » Through favorable supply/demand dynamics and product improvements, airlines are pursuing high-margin revenue diversification, earnings durability, equity appreciation and balance sheet strength.

Airlines Are in Stage Three of the Multiyear Recovery From the Pandemic

**Contain
the Virus**



**Stabilize the
Economy**



**Increase
Efficiency**

Aviation-Government Collaboration on Health/Facilitation/Safety/Technology

**Traffic
Recovery**



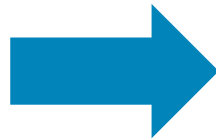
**Revenue
Recovery**



**Financial
Recovery**

Cost-Reduction Initiatives + Business Model Adaptation + Debt Reduction

**Reduce
Cash Burn**



**Restore Profitability
& Rebuild Margins**



**Repair Balance
Sheets**

Airline Equity Analyst Perspectives

Fall 2024

“We saw much-needed **capacity rationalization** at the lower-end of the cabin unfold across the industry in 3Q... Meanwhile, **industry-wide cost pressures** continue, **stemming from (1) elevated labor costs following updated contracts, and (2) continued aircraft manufacturing / delivery delays**, which translates into higher maintenance costs, higher costs from less optimal planes in the air, and misalignment of employees on hand vs. employees actually needed (i.e., end up paying for employees not actually generating expected levels of revenue) when capacity plans get thrown off.”

Bernstein Research (Oct. 31, 2024)

“The outlook for the consumer isn’t perfect (housing affordability is still a very real concern), but a near-term shock appears unlikely...setting up well for all things travel.... **[A]s consumer confidence improves, spend will continue to gravitate towards travel, where the relative value remains quite attractive.** Parts of the U.S. economy remain unaffordable, housing values are now up 50% since '19, eggs are up 253%, McDonald’s Happy Meal is up +130%, Disney World day pass +28%...the list goes on. Air fares, however, are only up 10%, cruise pricing up 15%, hotel ADRs up 20% and rideshare rates up approx. 40%.

Melius Research (Nov. 17, 2024)

Sources: David Vernon and Justine Laufer, Bernstein Research (Oct. 31, 2024) and Conor Cunningham and Patrick Coleman, Melius Research (Nov. 17, 2024)

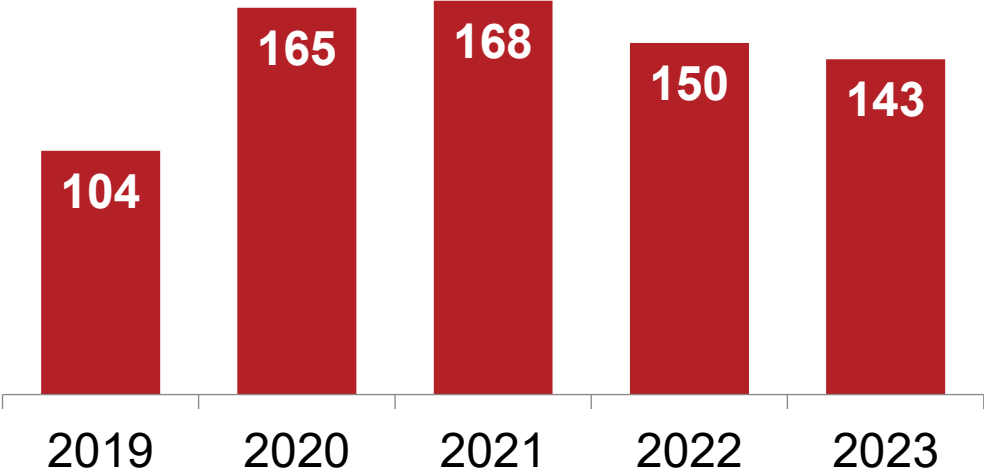
Airlines Have Prioritized Debt Reduction, Accompanied by Heavy Cash Outlays for Interest

Interest Expense Doubled From 2019-2021 and Reached \$6B in 2023

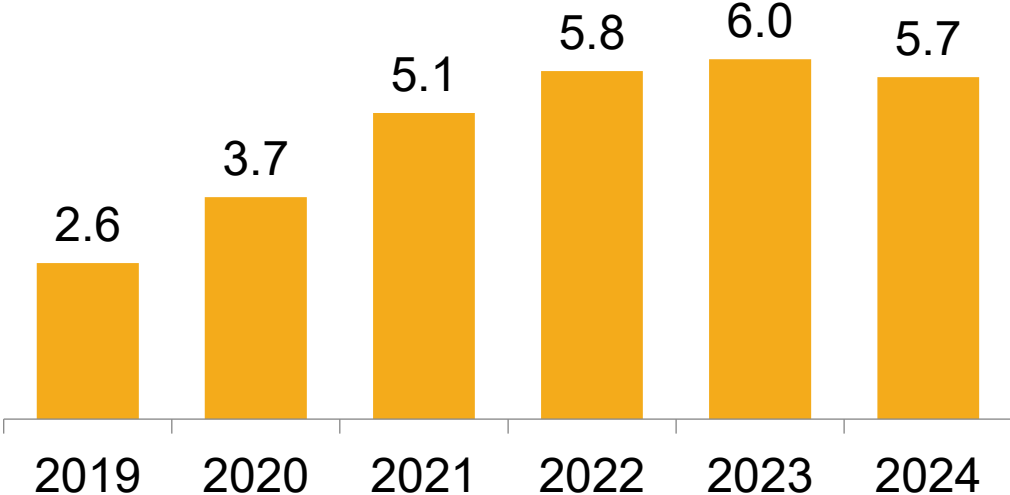
“To suggest that the airlines should have better prepared for this environment seems akin to suggesting Pompeii should have invested more heavily in firefighting technology.” (Jamie Baker, JPMorgan, March 22, 2020)

“For 2021 and beyond, we anticipate a major deleveraging cycle as **the industry will have no choice but to address its significant debt load.**” (Michael Linenberg, Deutsche Bank, July 1, 2020)

Year-End Total Debt* (\$ Billions)



Interest Expense (\$ Billions)



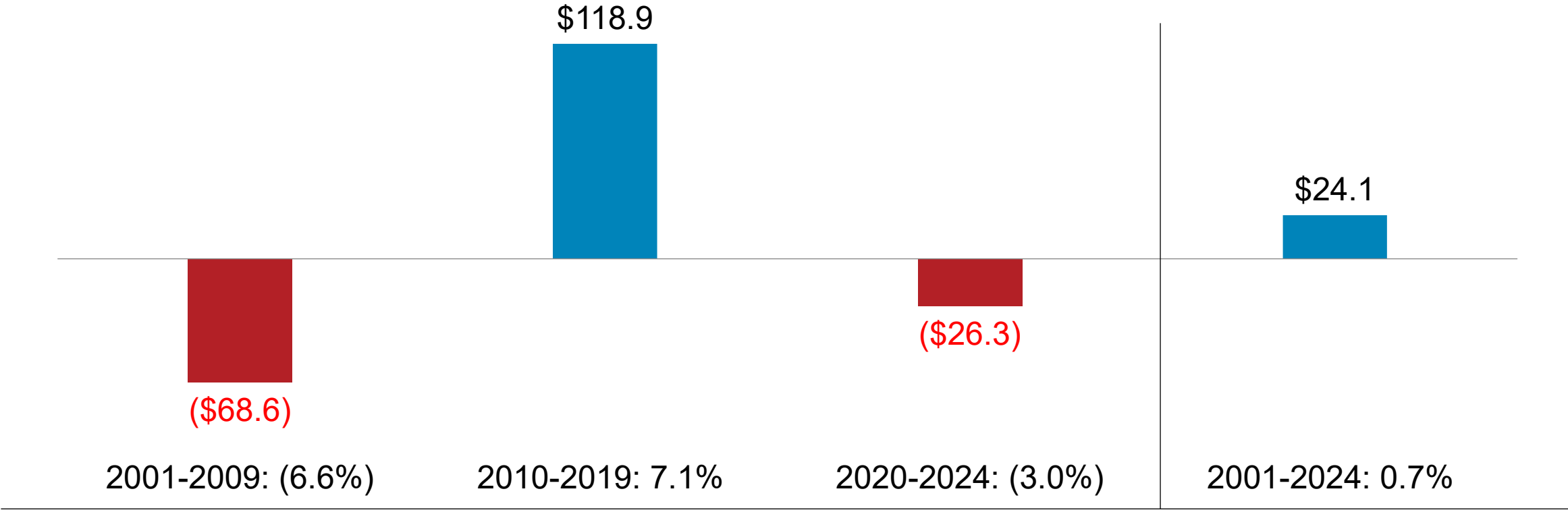
Source: SEC filings of Alaska/Hawaiian, Allegiant, American, Delta, Frontier, JetBlue, Southwest and United plus 4Q24 estimate for Spirit

* Includes lease and pension obligations

From 2001-2024, U.S. Airlines Posted a Razor-Thin 0.7% Pre-Tax Profit Margin

From 2020-2024, \$26B in Pre-Tax Losses Translated to a Negative 3% Margin

U.S. Passenger Airlines' Pre-Tax Profit/(Loss) in Billions and Profit Margin



Source: A4A Passenger Airline Cost Index and Bureau of Transportation Statistics

In 2024, U.S. Passenger Airlines* Collectively Posted a Pre-Tax Profit Margin of 4.2%

Significantly Higher Interest Expense Contributed to a 9% Reduction in Pre-Tax Profits

Financial Results: 2024*	\$ Billions	% Chg. YOY	% of Category
Passenger (RPMs +5%, yield -1%)	205.2	4	88.9
Cargo	4.5	13	1.9
Other ¹	21.1	13	9.2
Total operating revenues	230.8	5	100.0
Salaries, wages and benefits	70.9	7	32.6
Aircraft fuel and taxes (consumption +3%, price -7%)	48.5	(4)	22.3
Maintenance materials and repairs	12.7	12	5.8
Landing fees and airport (terminal/hangar) rents	14.4	14	6.6
Depreciation and amortization ²	11.2	8	5.1
Other ³	59.5	6	27.4
Total operating expenses	217.2	5	100.0
Interest and other non-op expenses, net	(3.8)	52	n/a
Pre-tax profit/(loss)	9.8	(9)	n/a
Pre-tax margin⁴	4.2%	(0.6 pts)	n/a

1. Sale of frequent flyer award miles to airline business partners, transportation of pets, in-sourced aircraft and engine repair, flight simulator rentals, inflight sales, etc.
2. Related primarily to ownership of aircraft, ground support equipment, information technology, etc.
3. Aircraft rents, professional fees, food/beverage, insurance, commissions, GDS fees, communications, advertising, utilities, office supplies, crew hotels, payments to regionals, etc.
4. Pre-tax profit/(loss) ÷ total operating revenues

Source: Alaska/Hawaiian, Allegiant, American, Delta, Frontier, JetBlue, Southwest and United – awaiting results from Spirit

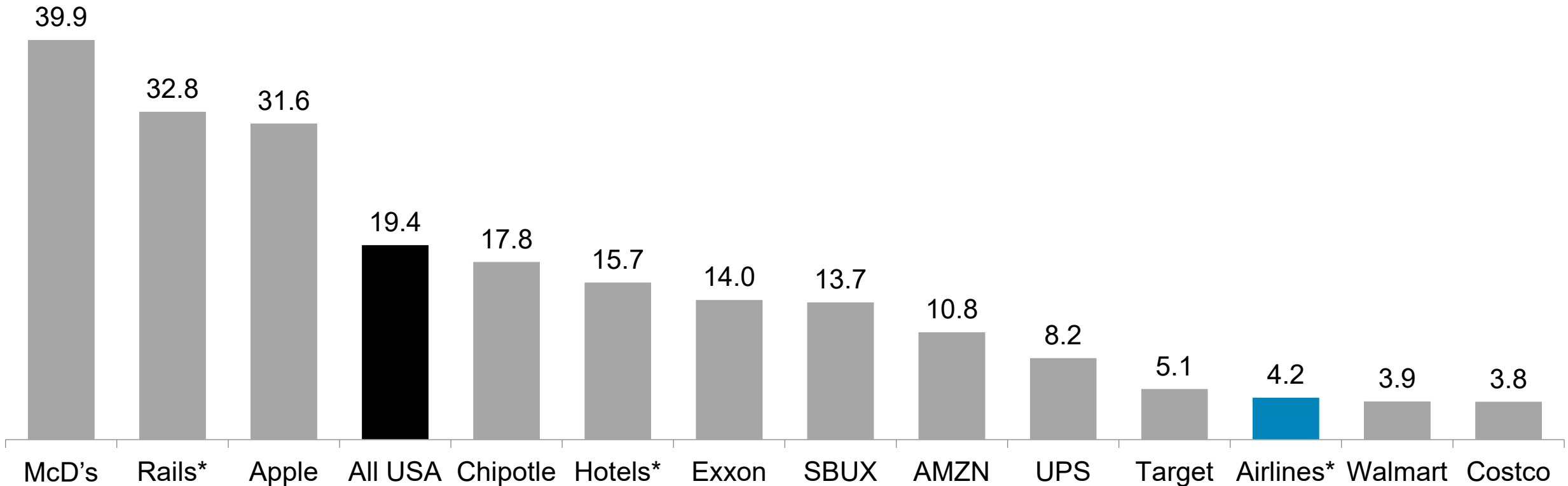
* Spirit Airlines has not yet published its full-year results.

In 2024, the Average U.S. Corporation Was Five Times More Profitable Than U.S. Airlines

McDonald's Was 10 Times More Profitable Than Airlines

Pre-Tax Profit Margin (%) for Selected U.S. Companies and Industries, Fiscal Year 2024

Note: Profit Margin = (Revenues – Expenses) ÷ Revenues



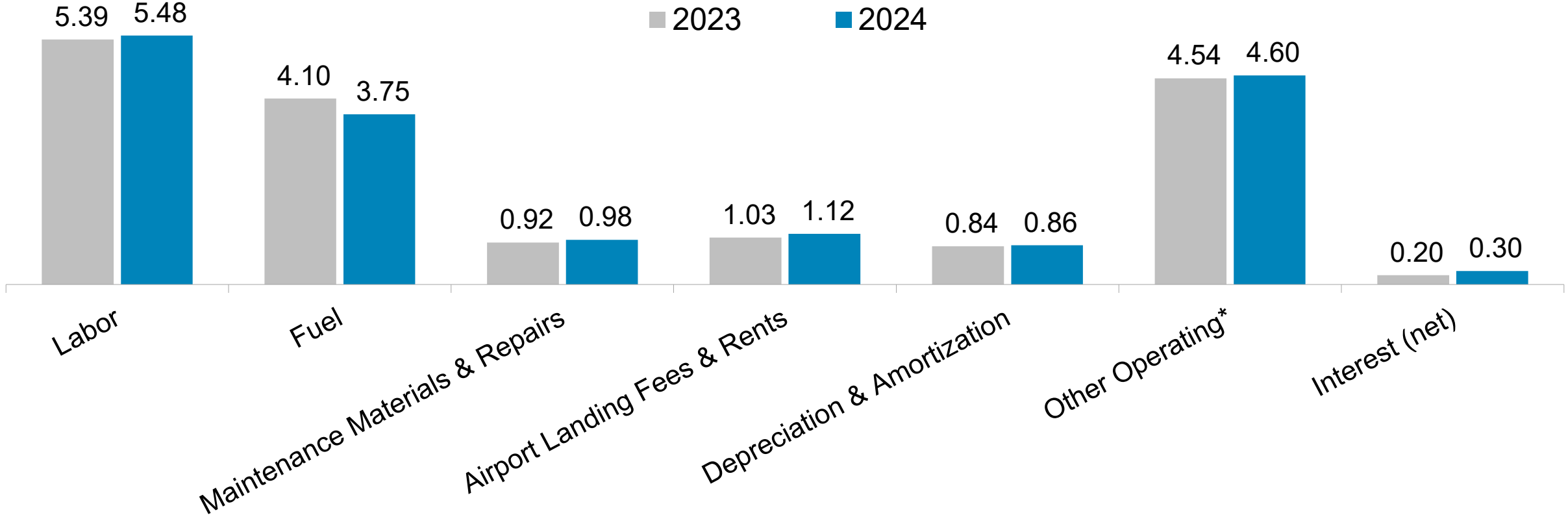
Sources: Bureau of Economic Analysis and company SEC filings

* Airlines = ALK/ALGT/AAL/DAL/ULCC/JBLU/LUV/SAVE/UAL; Hotels = Choice/Hilton/Hyatt/Marriott/Wyndham; Rails = CSX/Norfolk Southern/Union Pacific

In 2024, U.S. Airlines' Pre-Tax Unit Costs Rose 0.3% YOY on 7.7% Lower Fuel CASM

All CASM Components Rose Except Fuel

U.S. Passenger Airlines: Cost (in Cents) per Available Seat Mile



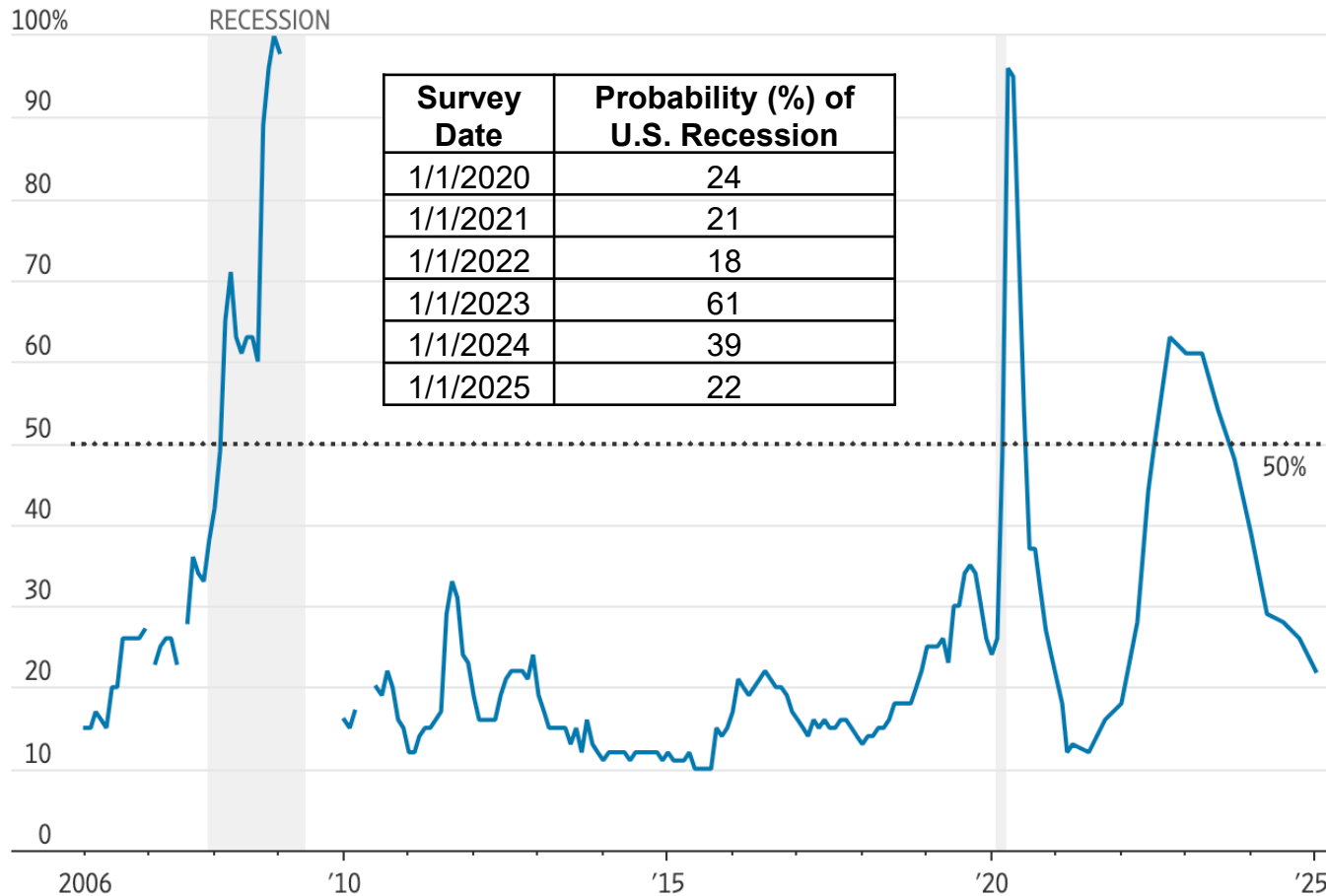
Source: SEC filings of Alaska/Hawaiian, Allegiant, American, Delta, Frontier, JetBlue, Southwest and United (Spirit pending)

* Professional fees, food/beverage, insurance, commissions, GDS fees, communications, advertising, utilities, office supplies, crew hotels, payments to regional carriers, etc.

Economists Now Deem Chance of a U.S. Recession Within Next 12 Months Far Less Likely

Probability Most Recently Gauged at 22%, Down From 39% in Jan-2024 and 61% in Jan-2023

Probability the U.S. is in a recession in next 12 months including today



Jan-2023 — *Economists...Still See Recession This Year Despite Easing Inflation*

Jan-2024 — *It Won't Be a Recession—It Will Just Feel Like One*

Jan-2025 — *Trump's Return Nudges Economists' Inflation Outlook Higher*

“Economists are starting to model the effects of...**plans to raise tariffs, cut taxes and restrict immigration**. The upshot: **Inflation and interest rates are likely to be higher for at least the next two years** than forecasters anticipated before the election.”

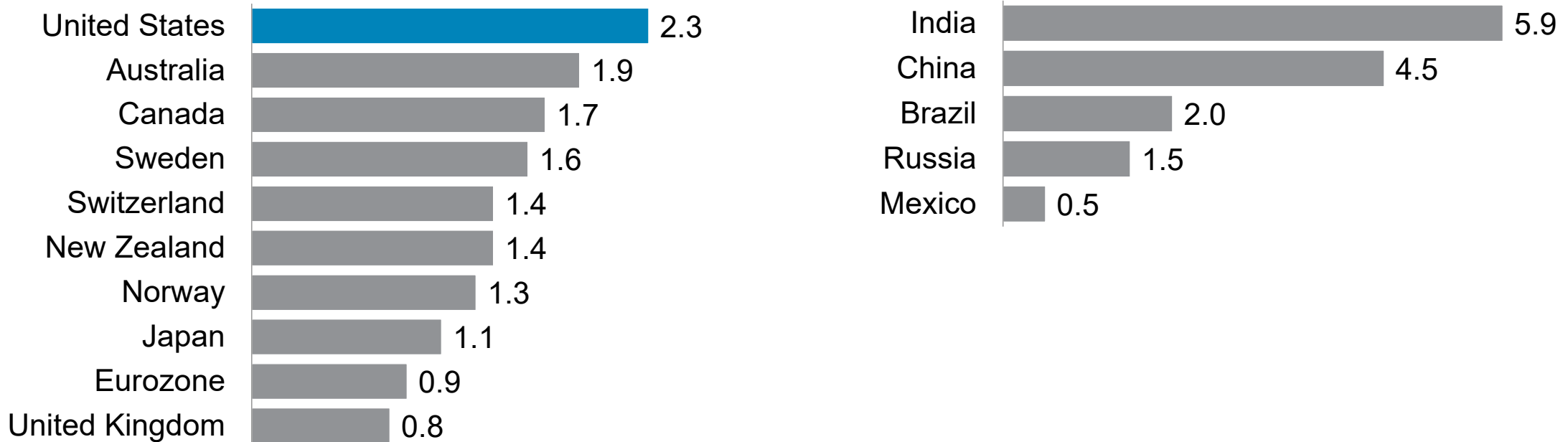
Source: The Wall Street Journal Economic Forecasting Survey and “Trump's Return Nudges Economists' Inflation Outlook Higher,” *The Wall Street Journal* (Jan. 19, 2025)

Many Advanced Economies Are Expected to Grow 2% or Less in 2025

U.S. Expected to Lead the Pack at 2.3%; Eurozone/UK/Mexico Expected to Grow Less Than 1%

“The U.S. economy entered 2025 with a fair amount of momentum, but **we look for real GDP growth to downshift a bit over the next few quarters** due to the imposition of tariffs.”

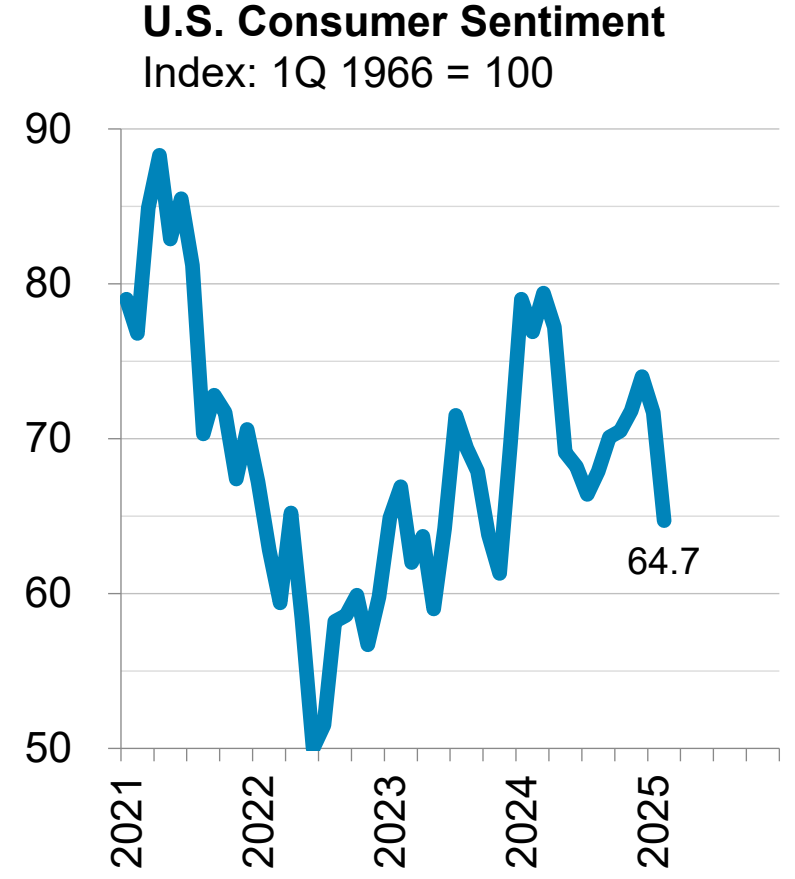
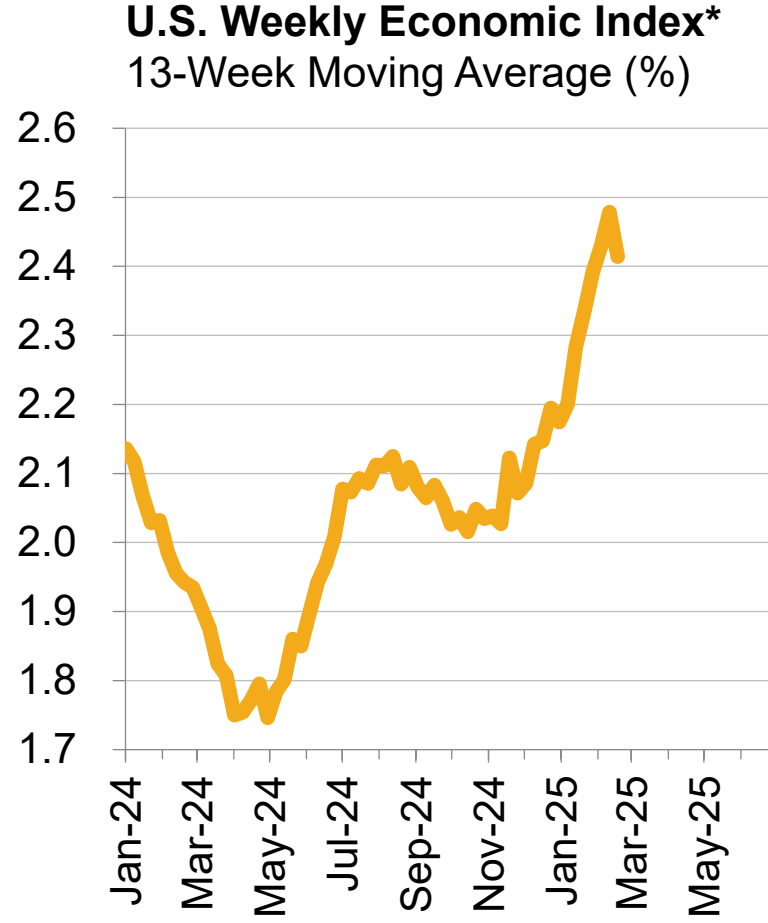
Wells Fargo: Projected 2025 Real GDP Growth (%)



Source: Wells Fargo 2025 International Economic Outlook (Feb. 13, 2025)

In February, U.S. Consumer Sentiment Fell to Lowest Level Since November 2023

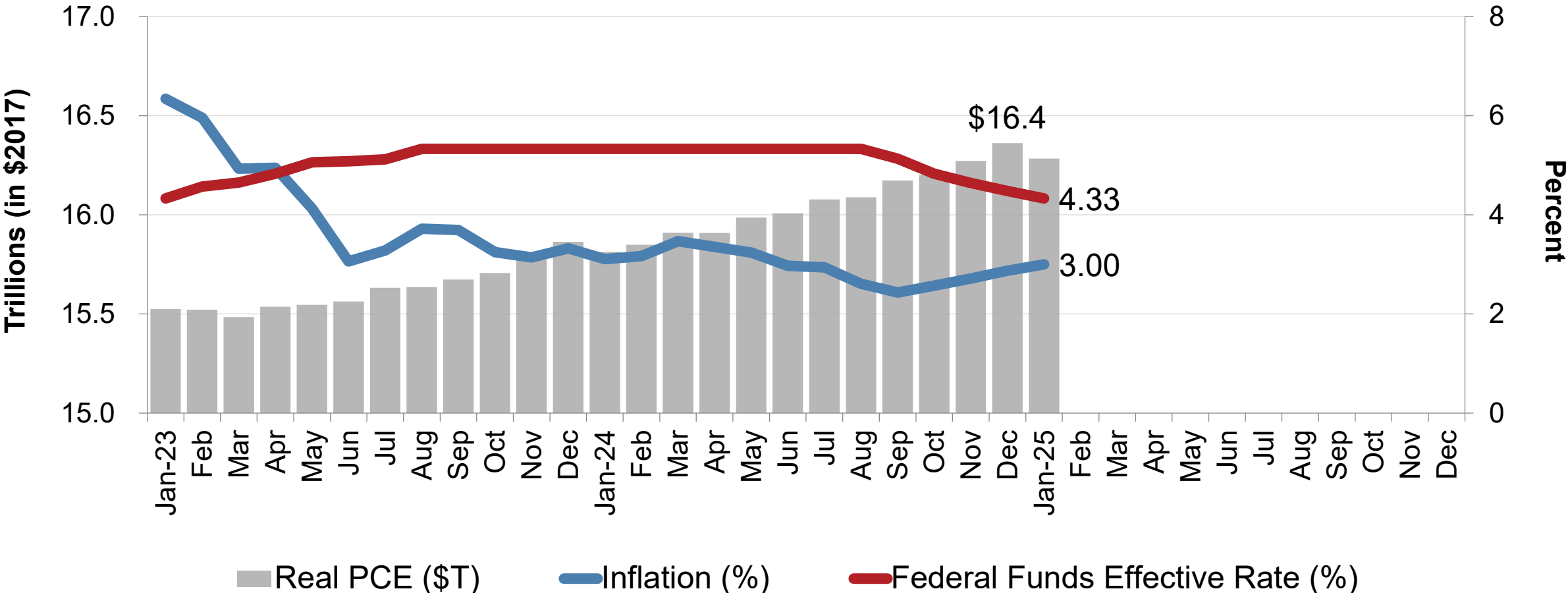
U.S. Misery Index Remains Low, But Weekly Economic Index Might Be Inflecting



Sources: Bureau of Labor Statistics, Federal Reserve Bank of Dallas for index of 10 daily and weekly indicators of real economic activity; developed by Daniel J. Lewis, Karel Mertens and James H. Stock; University of Michigan

Inflation-Adjusted Consumer Spending Reached All-Time High in December, Fell in January

U.S. Consumers Had Been Buoyed by Declining Inflation, Undaunted by Elevated Interest Rates



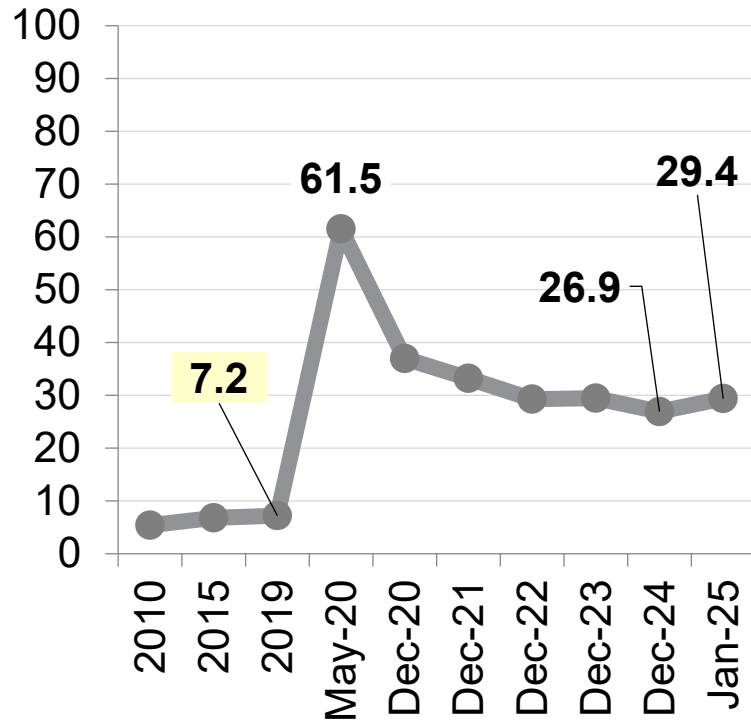
Source: U.S. Bureau of Economic Analysis and Bureau of Labor Statistics via Federal Reserve Bank of St. Louis

Note: Personal consumption expenditures (PCE) and inflation are seasonally adjusted and annualized

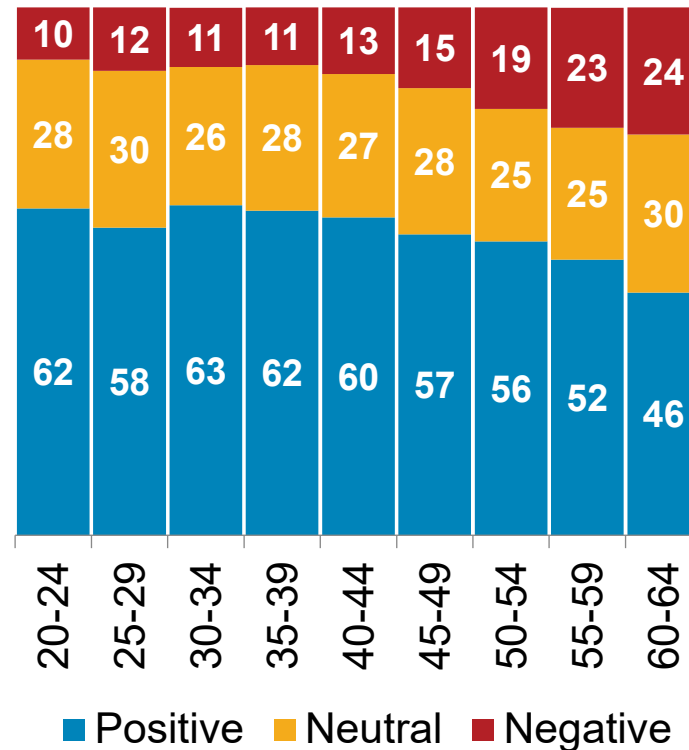
Share of Remote Work Remains Well Above 2019; Preference for Hybrid Work Persists

Younger Workers Are Most Enthusiastic About Hybrid Work, Which Commands Greater Earnings

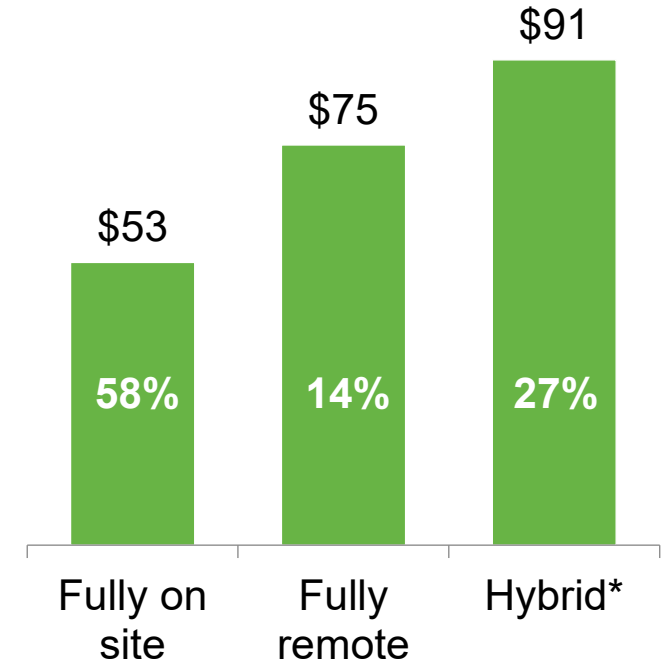
% of U.S. Resident Paid Workdays Conducted Remotely



Attitude Toward Hybrid* Work (% Viewpoint by Age Group)



U.S. Resident Average Earnings (000) by Working Arrangement



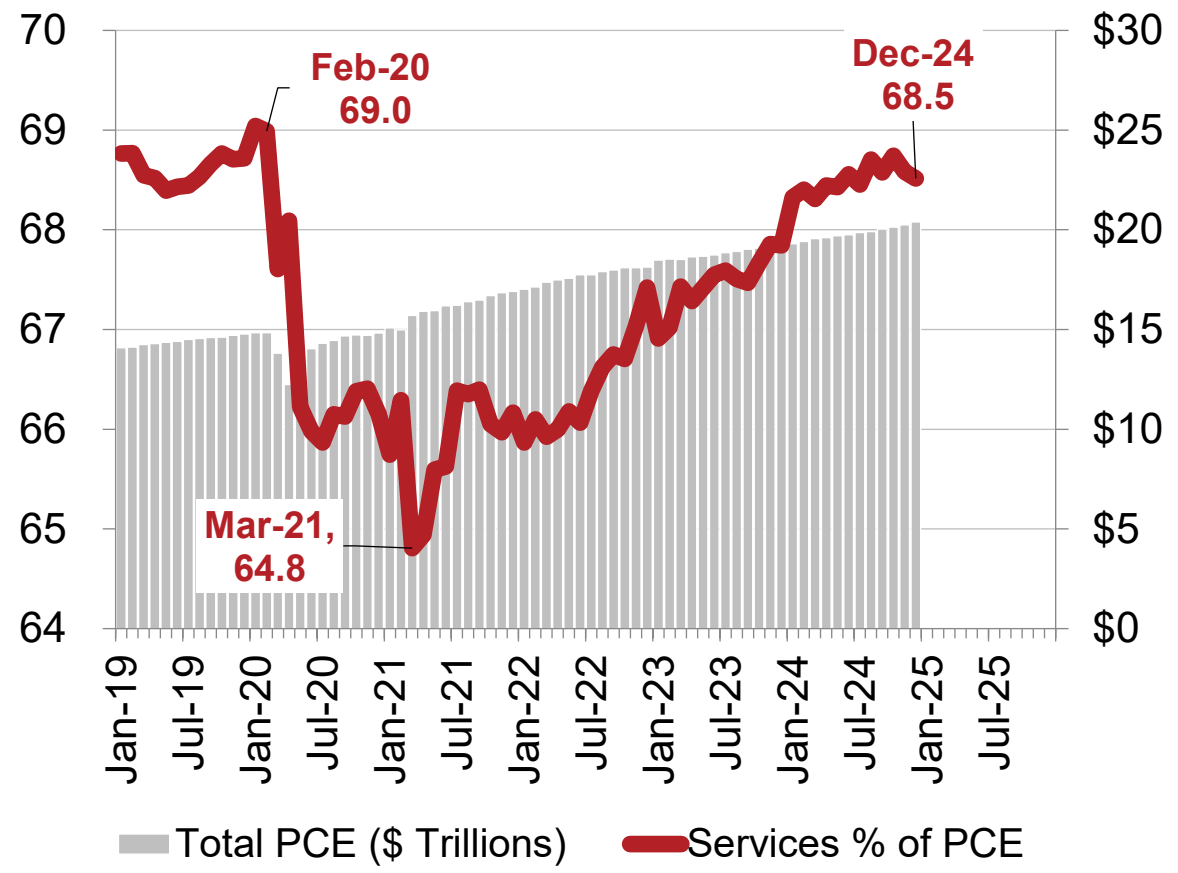
* Two to three days per week

Source: Survey of Working Arrangements and Attitudes (SWAA), Barrero, Jose Maria, Nicholas Bloom, and Steven J. Davis, 2021. "Why working from home will stick," National Bureau of Economic Research Working Paper 28731.

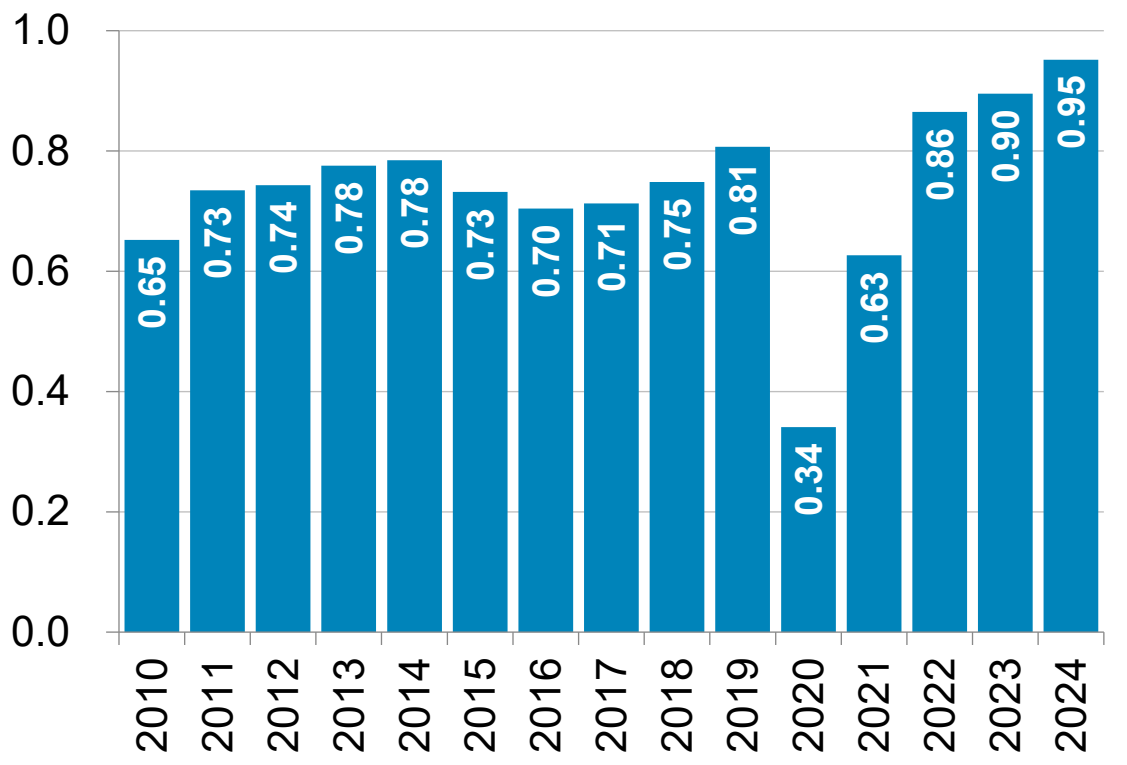
Once Again, U.S. Consumers Are Allocating ~69% of Spending to Services

And They Are Increasingly Prioritizing Air Travel, Approaching 1% of All Spending

Services Share (%) of Personal Consumption



Air Travel Share (%) of Personal Consumption



Source: Bureau of Economic Analysis

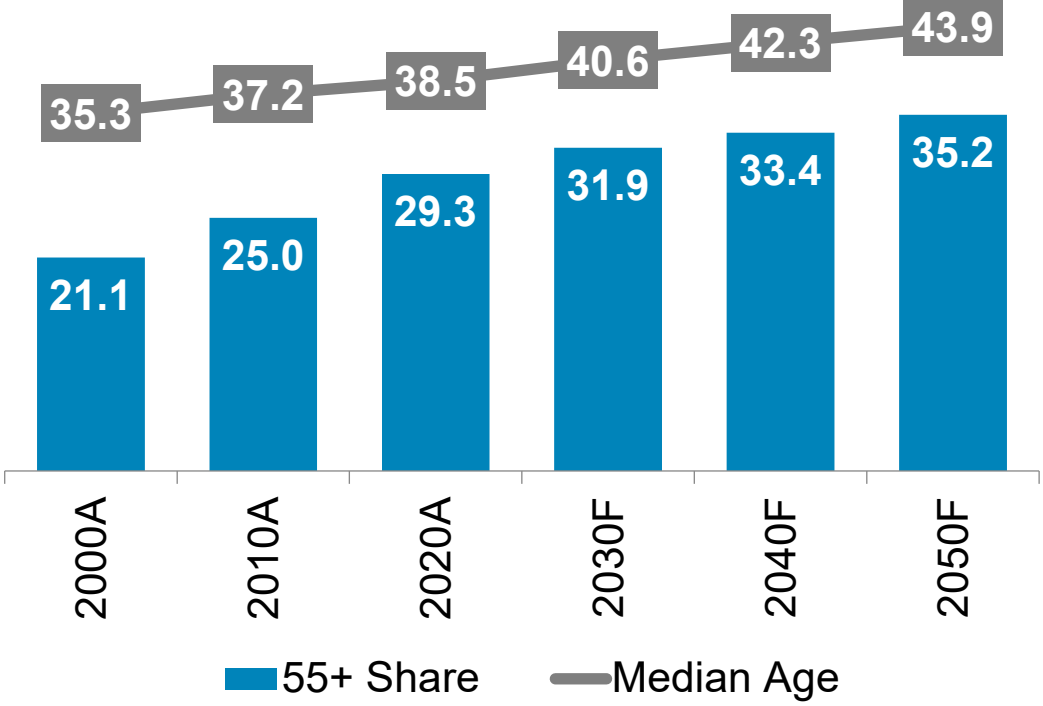
Note: PCE = personal consumption expenditures



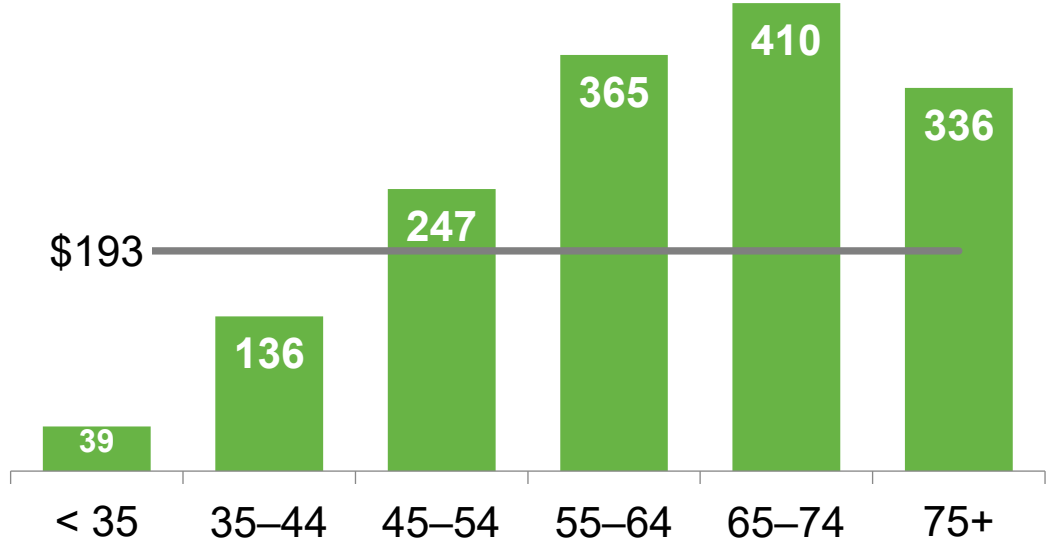
The Older (and Wealthier) Share of the U.S. Population Is Expected to Continue Growing

That Subset of the Population Has Time and Money to Spend on Air Travel

U.S. Population Age: Median and 55+ Share



Median Household Net Worth (\$000) by Age, 2022

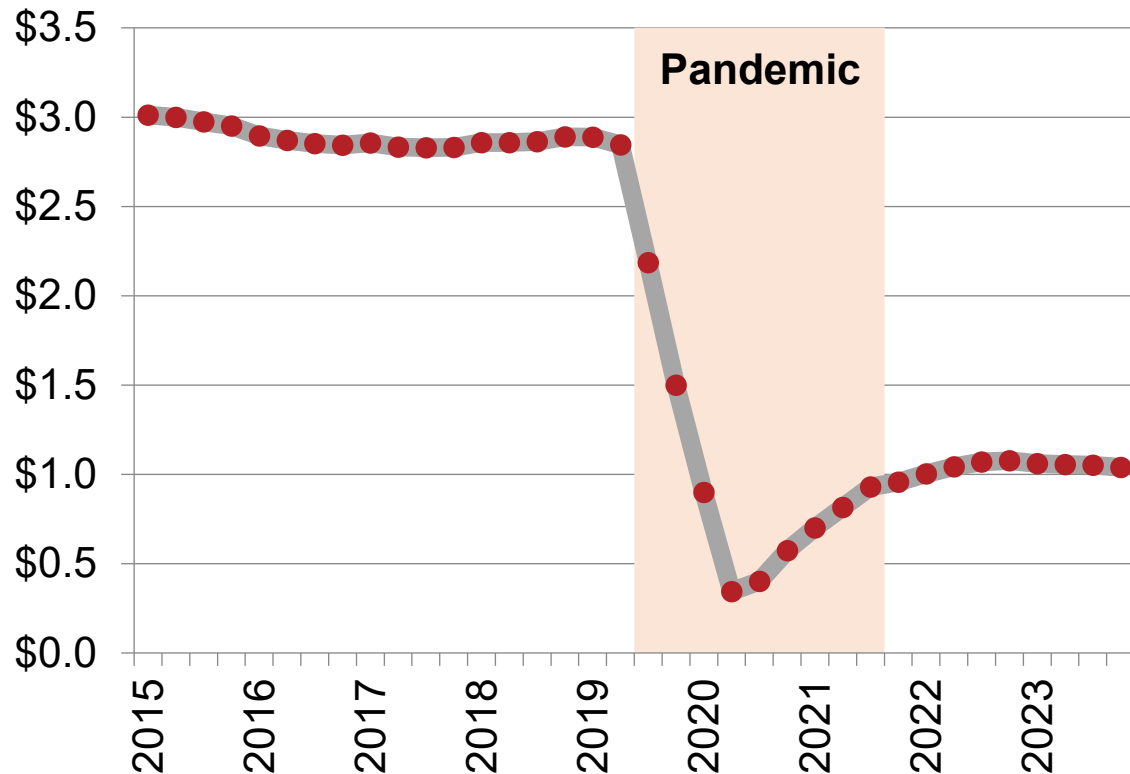


Source: U.S. Census Bureau and Federal Reserve 2022 Survey of Consumer Finances (Oct. 18, 2023)

U.S. Airlines Revenues From Reservation Change Fees Fell 66% From 2015 to 2024

Widespread Elimination of Change Fees (on Most Tickets) Has Boosted Traveler Flexibility

U.S. Airline Change-Fee Revenues (Billions)
Four-Quarter Rolling Basis



“It makes me feel a lot better as a consumer. It makes me feel more willing to book something now.”

Brett Snyder, CrankyFlier.com (Aug. 31, 2020)

“One of the best changes that the airlines made in their policies over the past two years was to quietly get rid of change fees.”

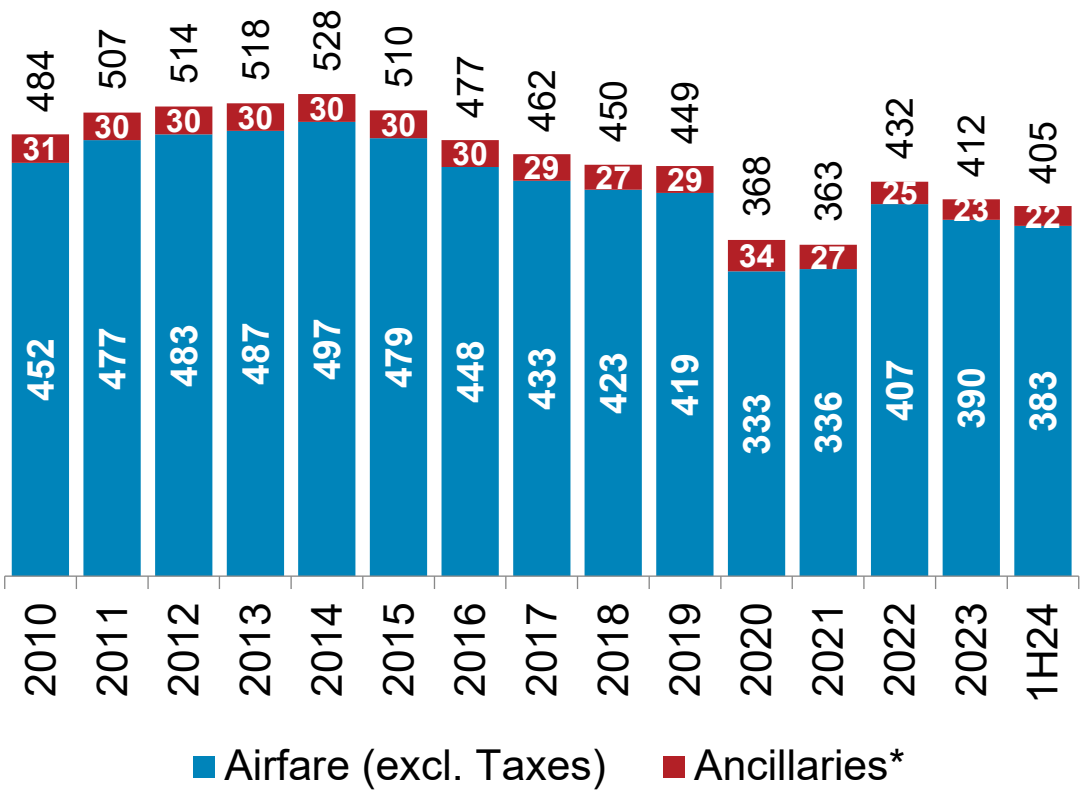
Scott Keyes, Scott’s Cheap Flights (April 4, 2022)

Sources: Bureau of Transportation Statistics Form 41; Kyle Arnold, *The Dallas Morning News* (Aug. 31, 2020); Savannah Levins, 11 Alive (April 4, 2022)

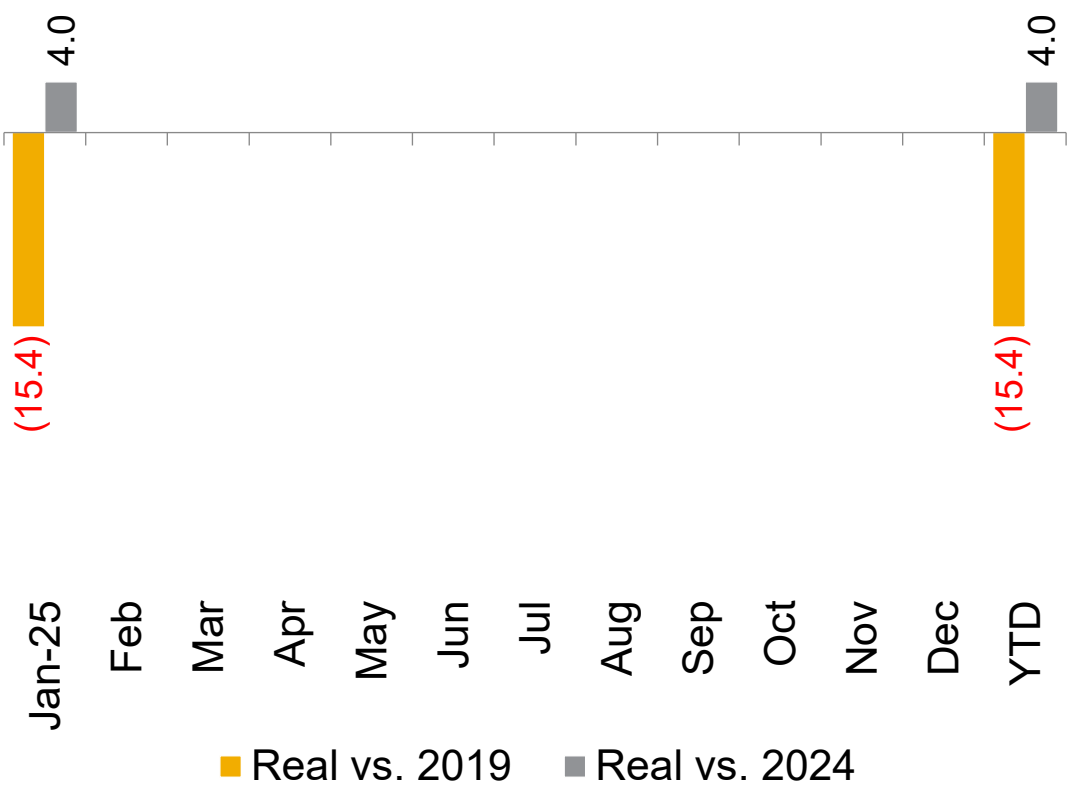
Government Data Show That Inflation-Adjusted Fares/Fees Have Trended Down Since 2014

January Airfare CPI Rose 4% From 2024 When Adjusted for Inflation But Remained ~15% Below 2019

Round-Trip Ticket Price (in \$ 1H 2024)
Down 10% From 2019, 16% From 2010



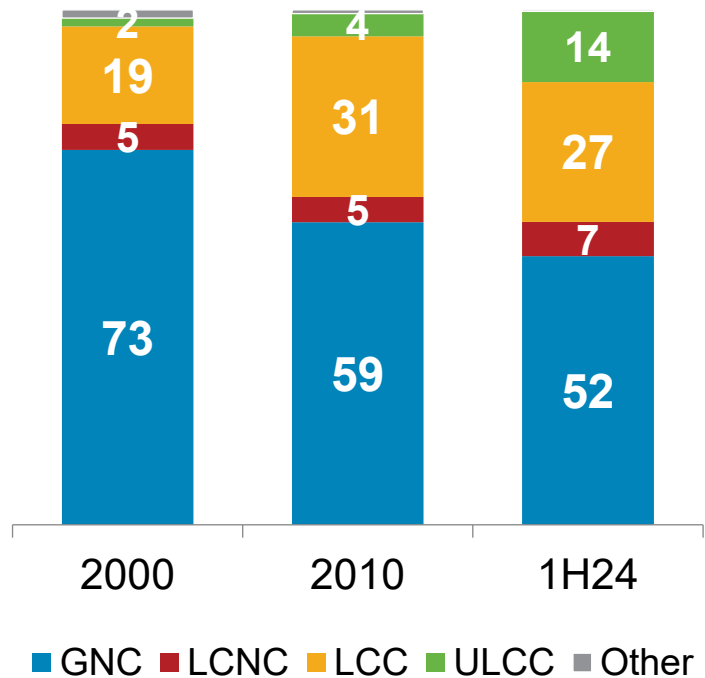
Change (%) in Inflation-Adjusted Airfare
2025 vs. 2019/2024



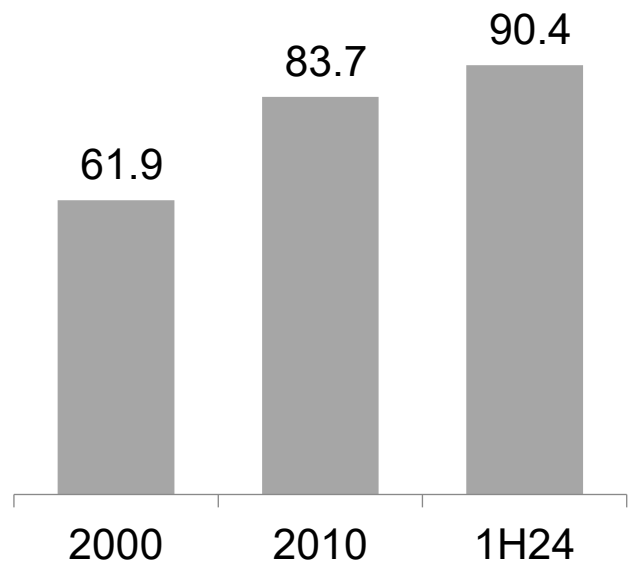
Source: A4A analysis of DOT Data Bank 1B and DOT Form 41 via Airline Data Inc.; Bureau of Labor Statistics (CPI Series CUUR0000SETG01, not seasonally adjusted) * Fees for reservation changes and transport of bags

From 2000-1H 2024, the Number of Competitors per Domestic Air Trip Rose From 3.33 to 3.48
Global Network Carrier Share of Domestic Passengers Fell From 73% in 2000 to 52% in 1H 2024

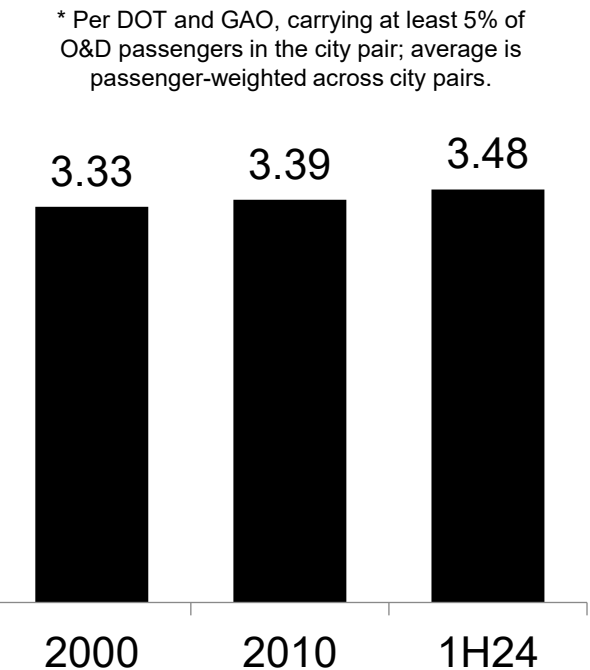
% of Domestic O&D Pax by Airline Business Model



% of Domestic O&D Pax With Access to Lower-Cost Carriers



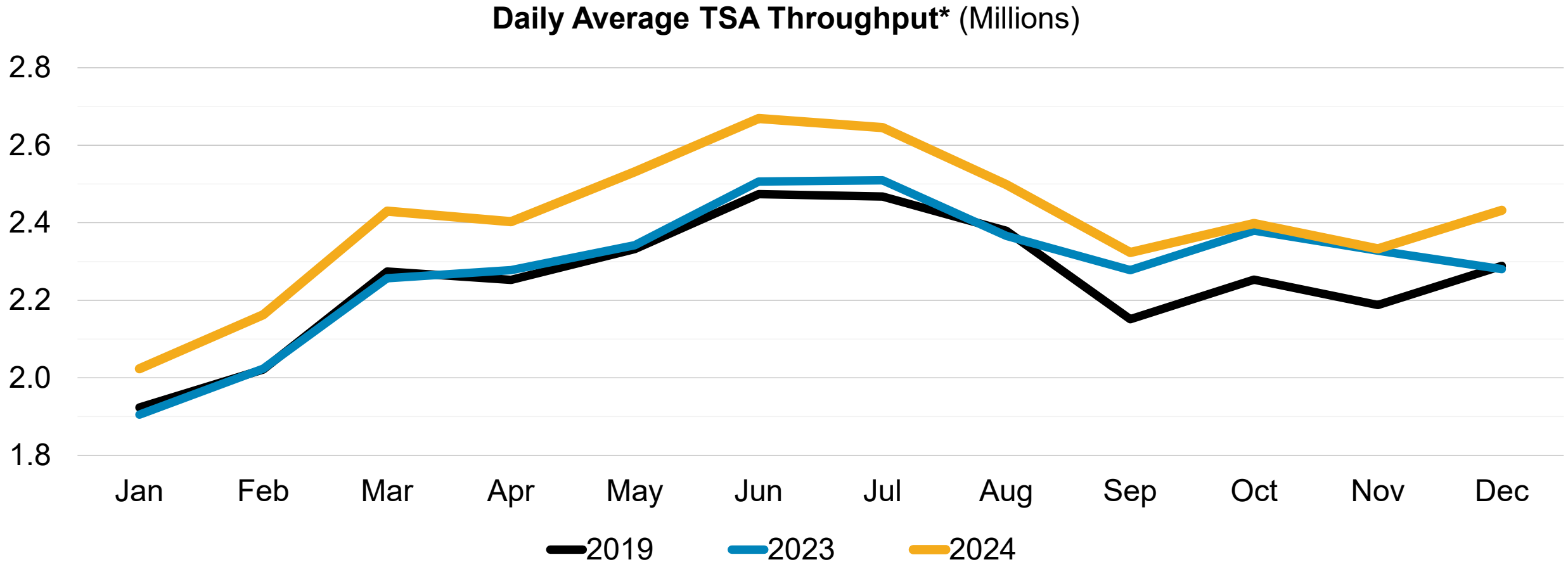
Average # of Competitors* in Domestic O&D City Pairs



Source: DOT Data Bank 1B and Compass Lexecon. Global network carriers (GNCs) include AA/DL/UA and predecessor airlines (e.g., US Airways, America West, TWA, Northwest, Continental) and defunct legacy network carriers (e.g., Eastern, Braniff). Low-cost carriers includes Southwest, JetBlue, Breeze, Reno Air, Midway, Pro Air, Kiwi International, AirTran, Accessair, Independence, Eastwind, National, ValuJet, ATA, Skybus, People Express, Vanguard, Virgin America, Western Pacific, Air South, and Morris Air). Lower cost network carriers include Alaska, Hawaiian and Aloha. Ultra low-cost carriers (ULCCs) include Allegiant, Frontier, Spirit, Sun Country, and Avelo.

TSA Is Experienced Record-High Checkpoint Volumes in 2024

Daily Average Throughput Rose 5.4% From 2023



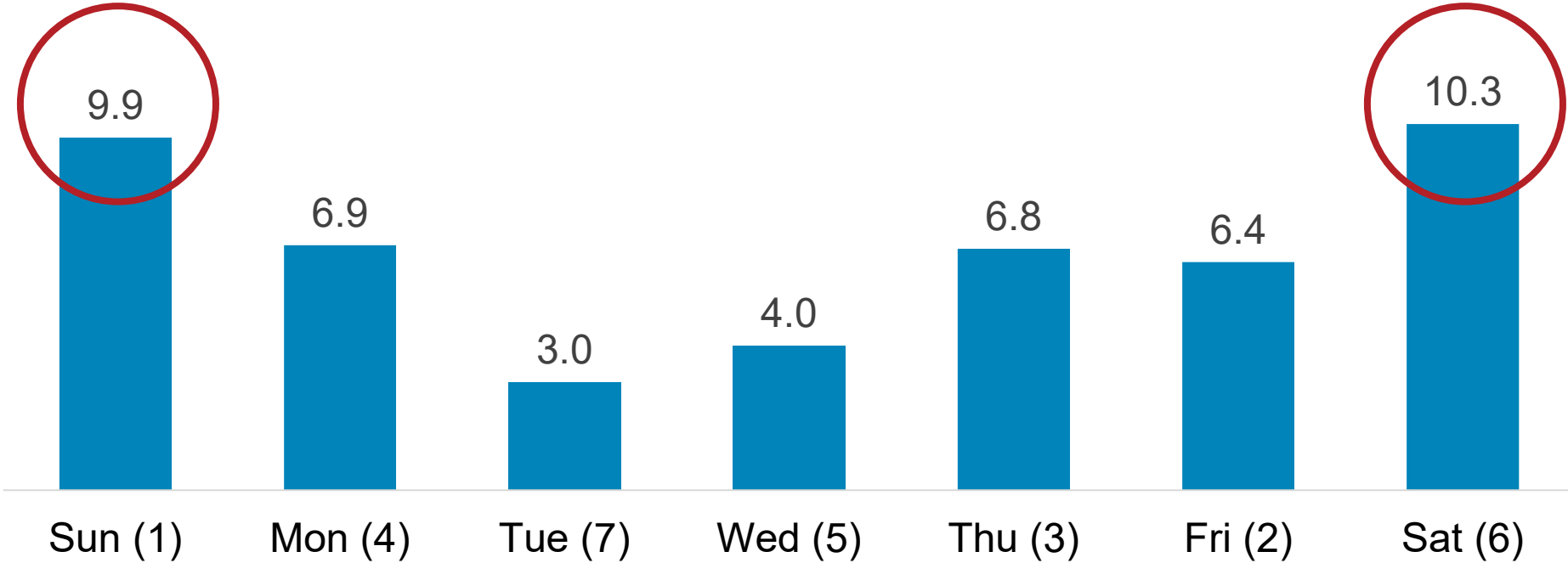
Source: A4A analysis of data from the Transportation Security Administration

* U.S. and foreign-carrier customers (excludes Known Crewmember® personnel) traversing TSA checkpoints

Change in Day-of-Week Air-Travel Patterns Provides Evidence of Increased Leisure Mix

Big Winners = Leisure-Oriented Saturday/Sunday; Sunday Now the Busiest Day, Tuesday the Slowest

Change (%) in TSA Checkpoint Volume: 2024 vs. 2019



Day of Week and Rank (by Volume)

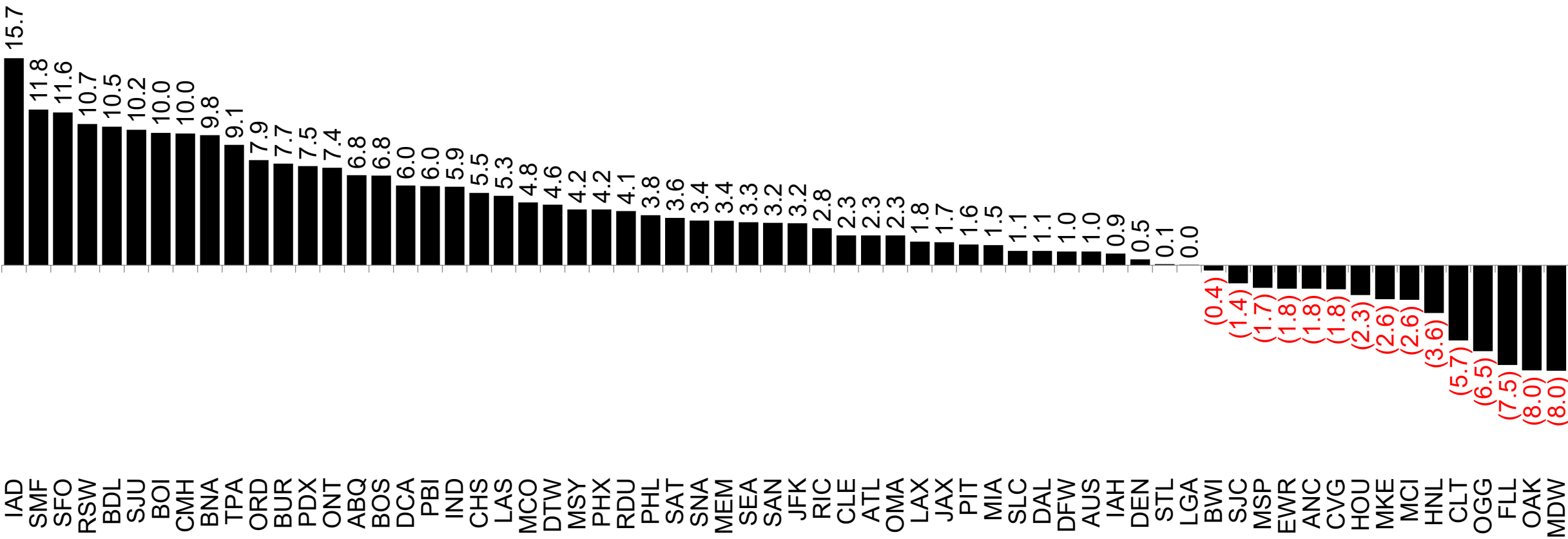
Source: A4A analysis of data from the Transportation Security Administration

Note: Volume reflects travelers only, not Known Crewmember® personnel; 2019 base adjusted for 2024 leap day

In 2Q 2025, Washington Dulles Leads U.S. Airports' Growth in Scheduled Seats

Chicago Midway/Oakland/Fort Lauderdale Seeing the Deepest Year-Over-Year Cuts

Change (%) in Systemwide Scheduled Seats: 2Q 2025 vs. 2Q 2024



Source: Cirium published schedules (Feb. 28, 2025) for all U.S. and non-U.S. airlines providing scheduled service to all U.S. and non-U.S. destinations

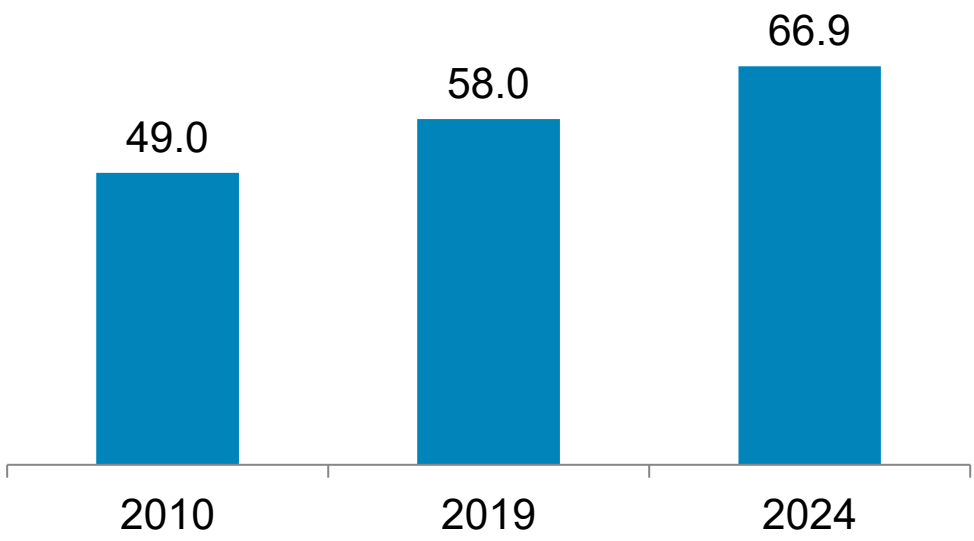
Increases in Mainline Flying *and* in Aircraft Size Have Fueled Domestic Up-Gauging

Mainline Now Accounts for Two-Thirds of Domestic Flights, Up From Half in 2010

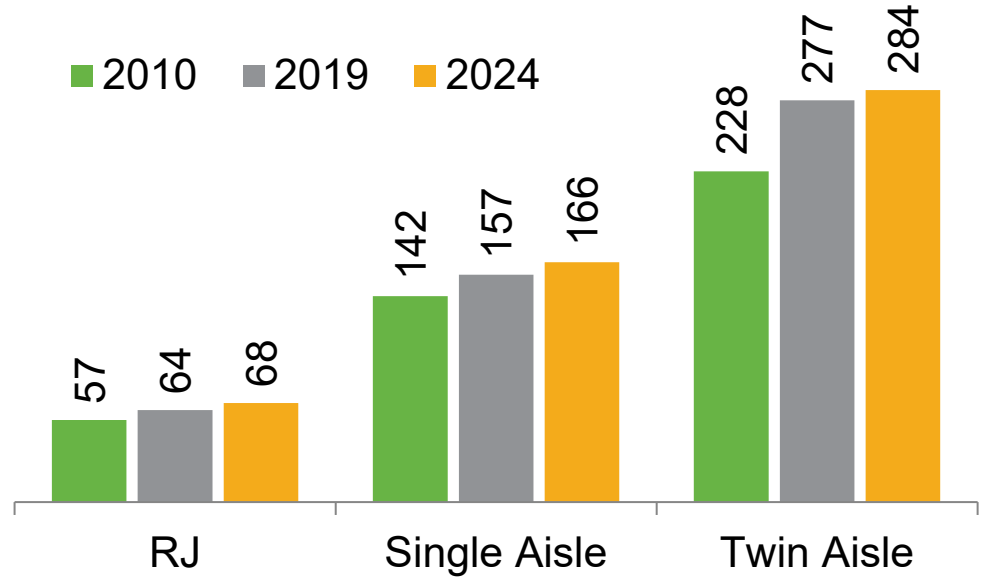
“[Y]ou’re never again gonna see the **50-seat aircraft** have the level of prominence in the industry.” (Delta CEO Ed Bastian, Sept. 20, 2022)

“Expect the [regional jet] fleet to still be around..., but it will become **a smaller and smaller percentage of the business.**” (United CEO Scott Kirby, Oct. 16, 2024)

Mainline* % of Domestic U.S. Flights



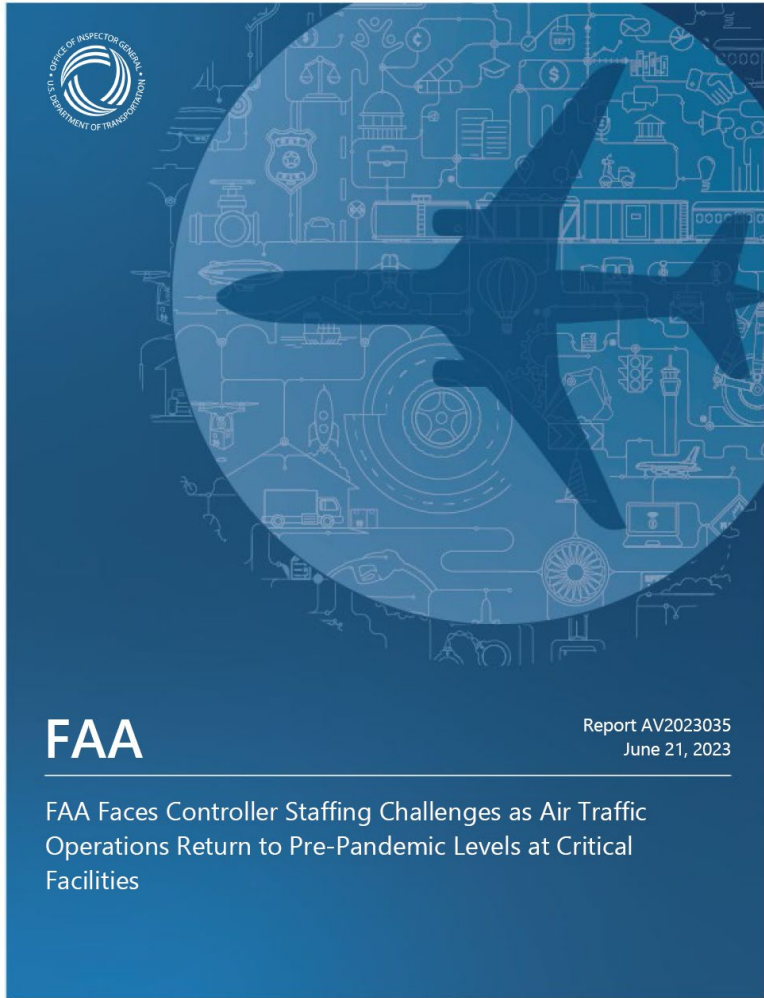
Average Seats per Domestic U.S. Flight



Source: Cirium published schedules (Jan. 3, 2025)

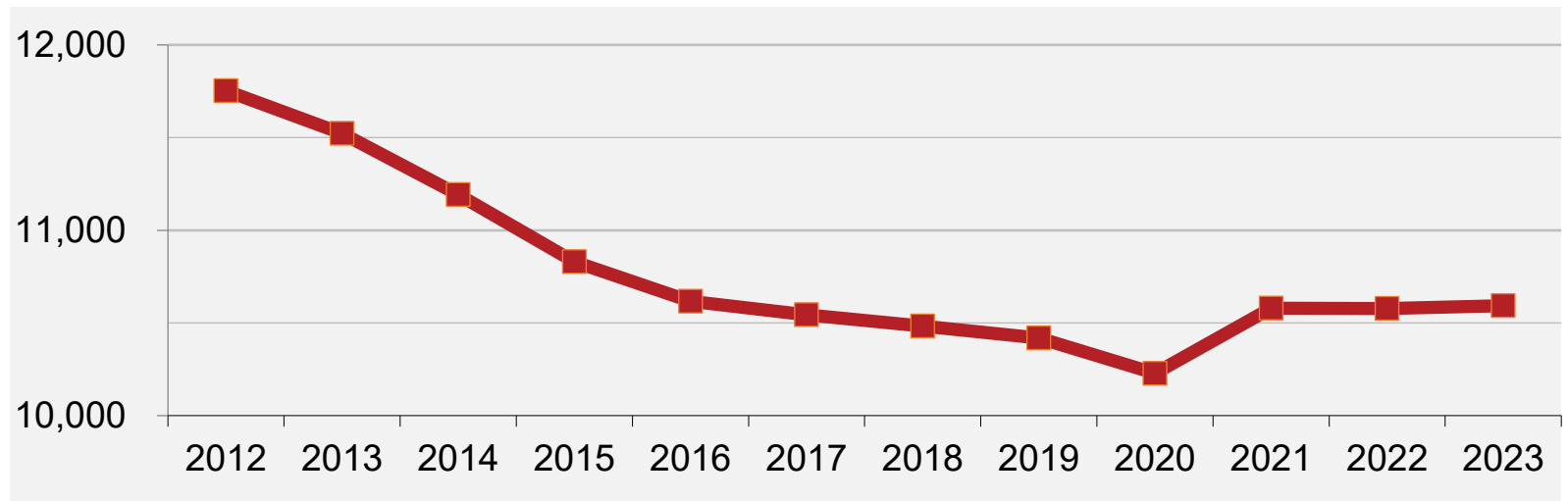
* Mainline = operated by the marketing airline itself rather than a regional airline codeshare partner

DOT Inspector General: FAA Faces Controller Staffing Challenges as Air Traffic Operations Return to Pre-Pandemic Levels at Critical Facilities



“FAA has made **limited efforts to ensure adequate controller staffing at critical air traffic control facilities**. The Agency also has **yet to implement a standardized scheduling tool** to optimize controller scheduling practices at these facilities... As a result, **FAA continues to face staffing challenges and lacks a plan to address them**, which in turn poses a risk to the continuity of air traffic operations.”

FAA Certified Professional Controller Staffing by Fiscal Year

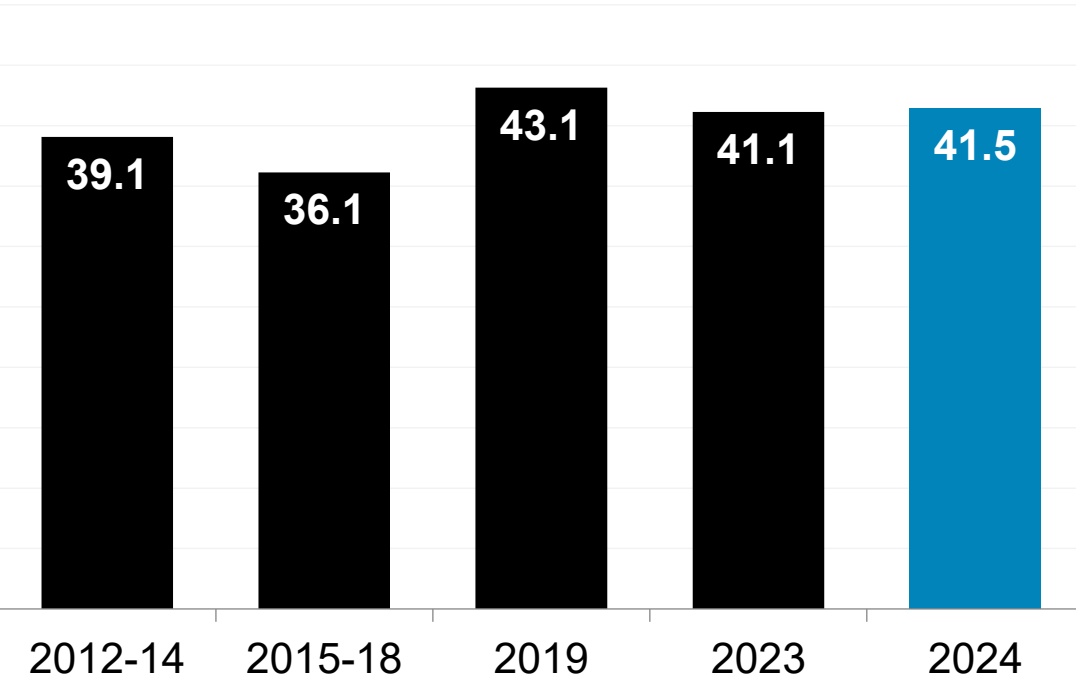


Source: DOT Office of Inspector General, Report AV2023035 (June 21, 2023) and FAA Air Traffic Controller Workforce Plan (May 10, 2024)

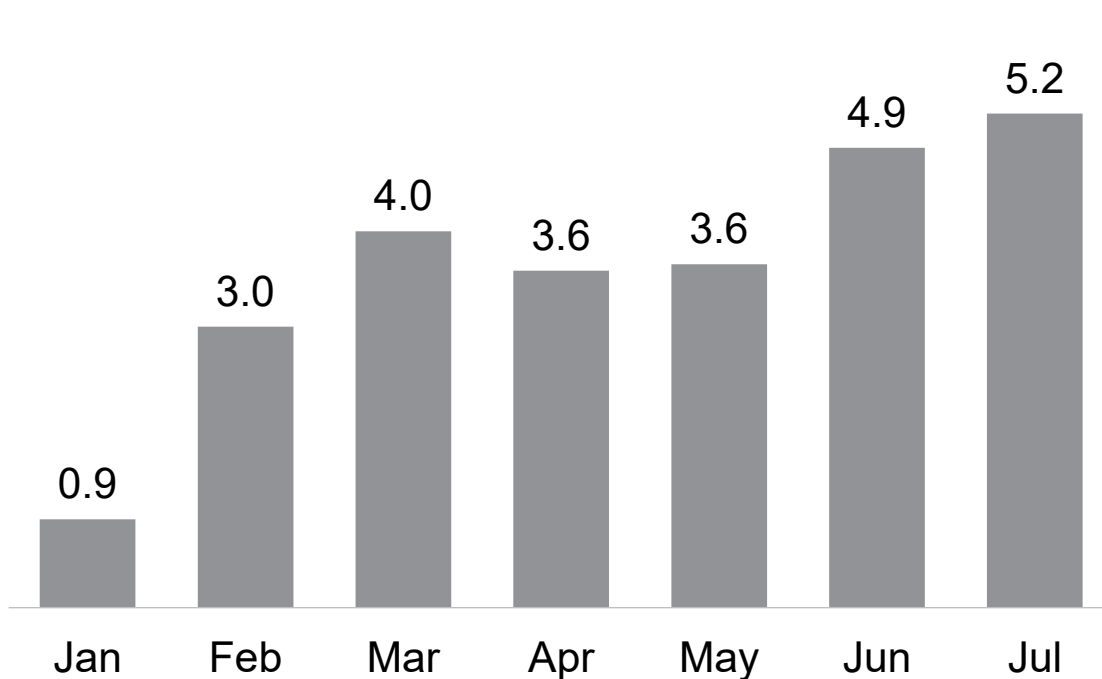
Schedules for 2025 Show Domestic Capacity Growth Accelerating Into Summer

After Feb-Jul 2024 Surge, Domestic Capacity-to-GDP Ratio Ended a Bit Higher Than in 2023

Scheduled Domestic ASMs per \$1K of Real U.S. GDP



% Change YOY in Scheduled Domestic ASMs, 2025

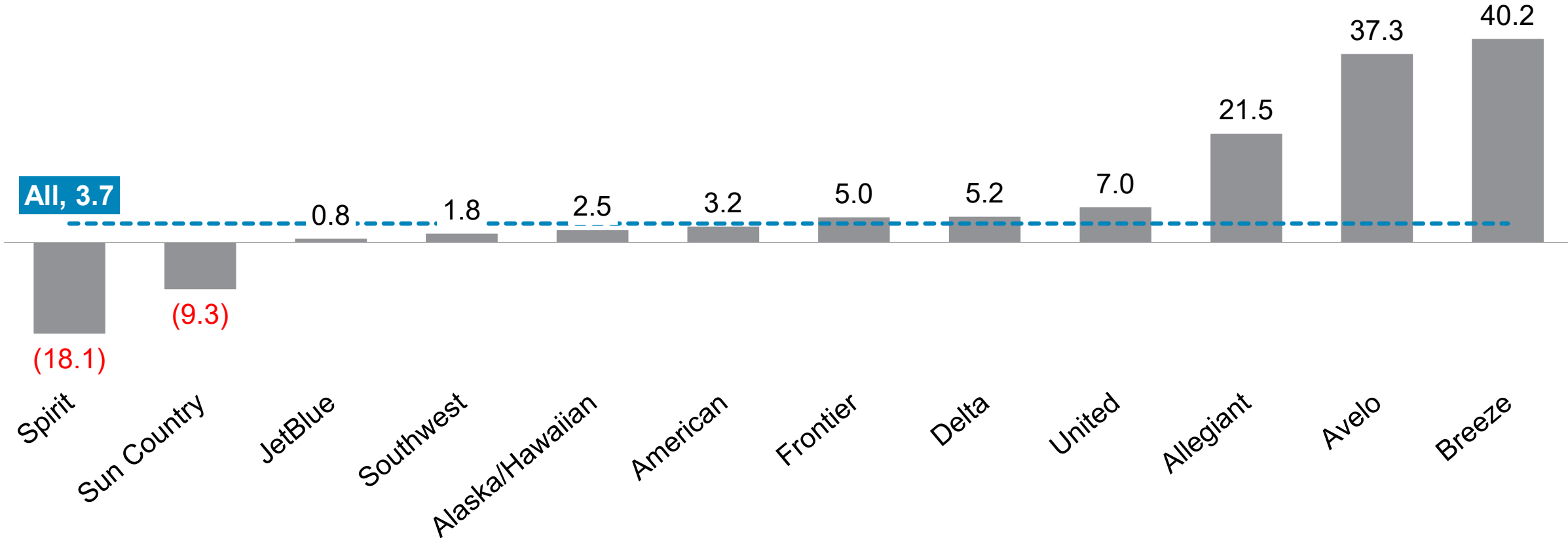


Sources: Bureau of Economic Analysis for GDP; Diio by Cirium (Feb. 28, 2025) for published schedules

Collectively, U.S. Passenger Airlines Showing 3.7% Systemwide Capacity Growth in 2Q 2025

Growth Rates Differ Dramatically by Company

% Change in Systemwide Scheduled Capacity* — 2Q 2025 vs. 2Q 2024



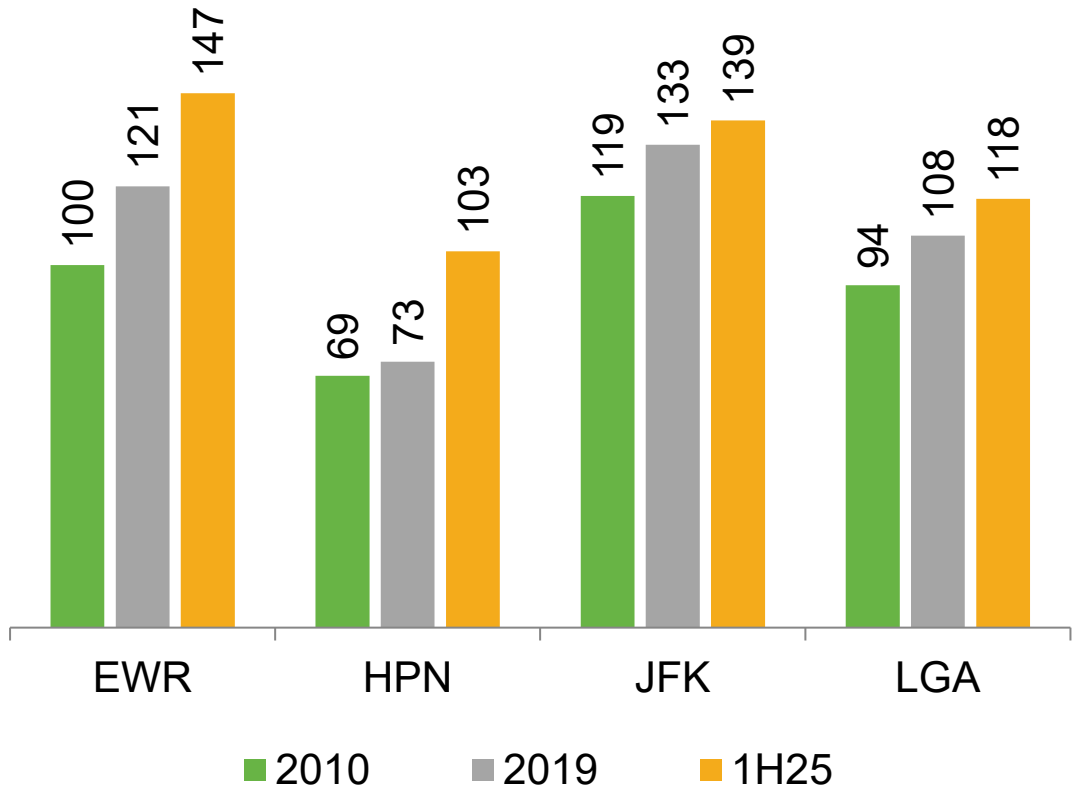
Source: Cirium published schedules (Feb. 28, 2025) for selected marketing airlines (including regional affiliates)

* Available seat miles (ASMs)

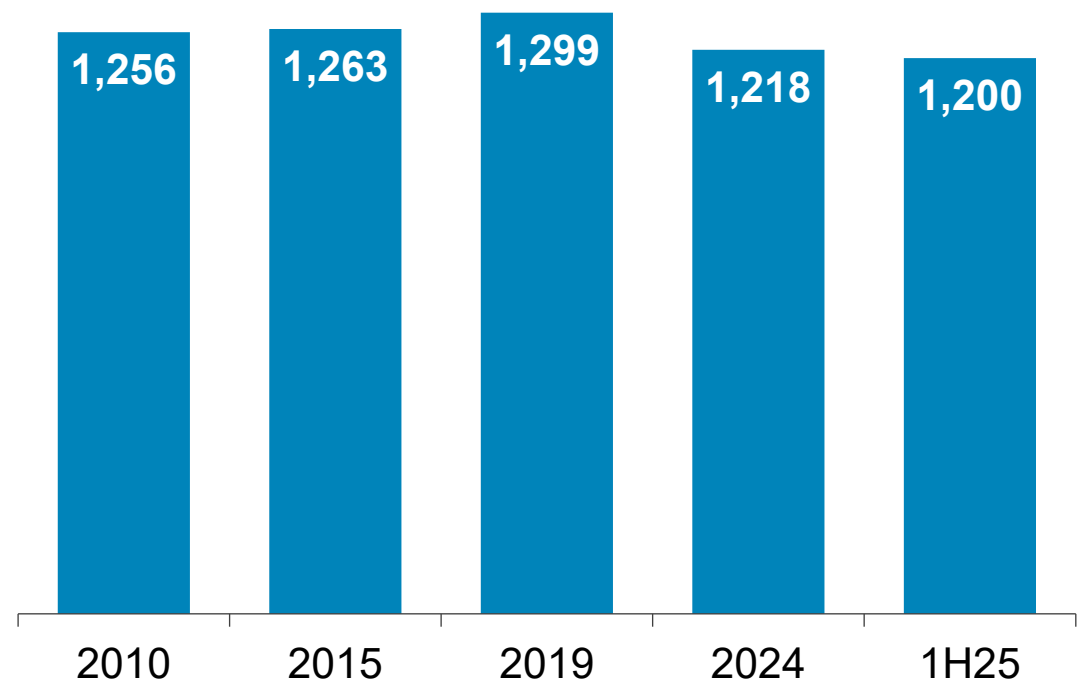
Airlines Have Up-Gauged Domestic Flying and Pared Schedules in New York City

2019-1H25: Aircraft Size Up ~21% at EWR, ~10% at LGA; Flights Down ~8% Across the Four Airports

Seats per Domestic Departure at NYC* Airports



Daily Domestic Departures at NYC* Airports



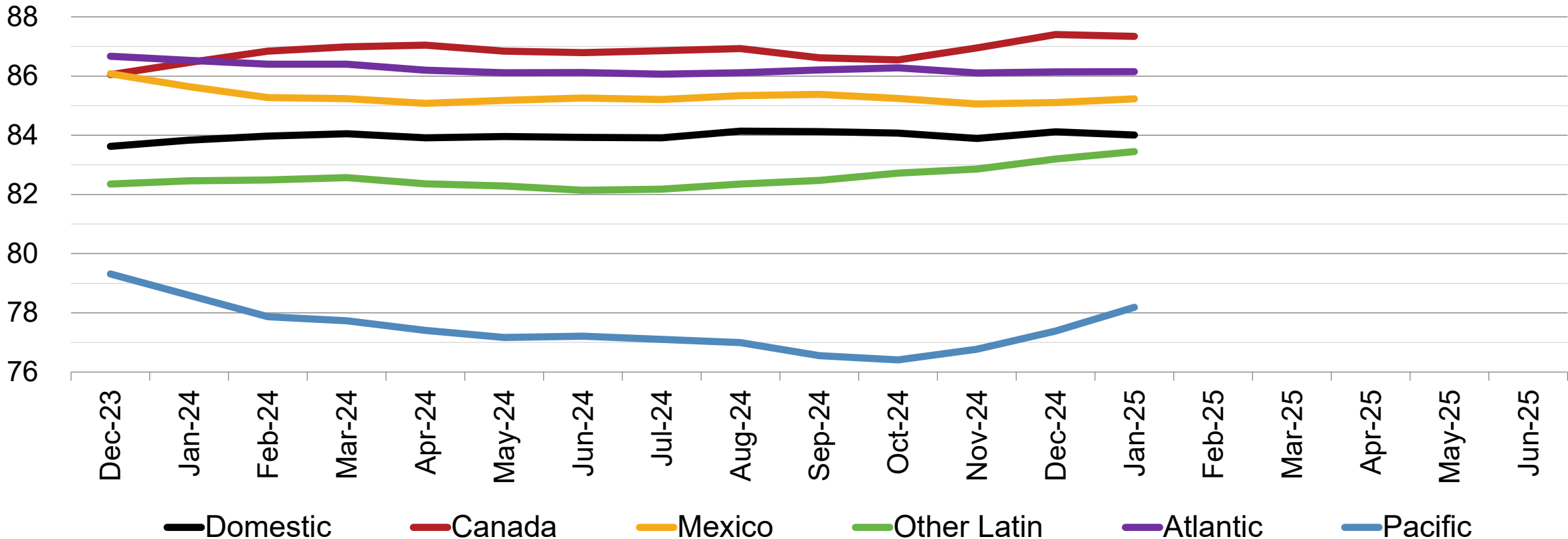
Source: Cirium published schedules (Feb. 28, 2025)

* EWR/HPN/JFK/LGA

A4A Member Airlines Are Seeing Improvements in Transpacific and U.S.-Canada Load Factors

Non-Mexico Latin Load Factors Have Risen Steadily Since June

Annualized (12-Month Moving-Average) Load Factor by Region: A4A Member Airlines

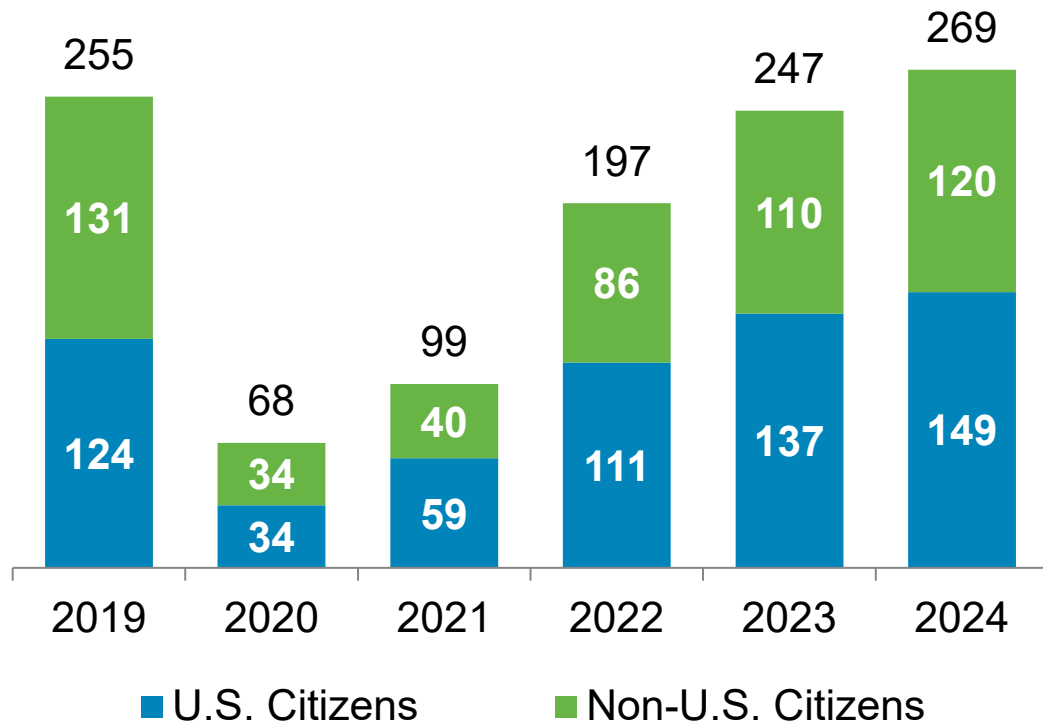


Source: A4A member passenger airlines (Alaska/Hawaiian, American, Delta, JetBlue, Southwest, United) and branded code share partners

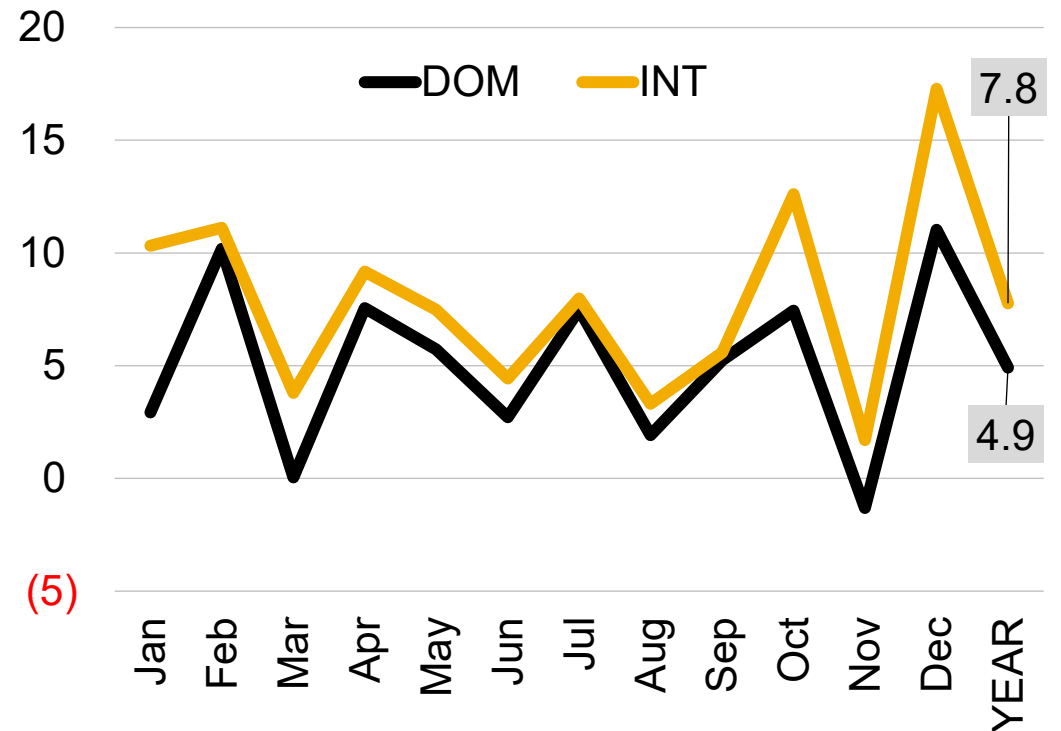
In 2024, U.S.-International Air Travel Rose ~9% Year Over Year

Growth in Sales for International Trips (~8%) Outpaced Domestic (~5%)

U.S.-International Airline Passengers (Millions)
January through December



Change (%) in U.S. Ticket Sales* — 2024 vs. 2023



Sources: DHS I-92 / APIS via Commerce and A4A analysis of data from Airlines Reporting Corporation (ARC)

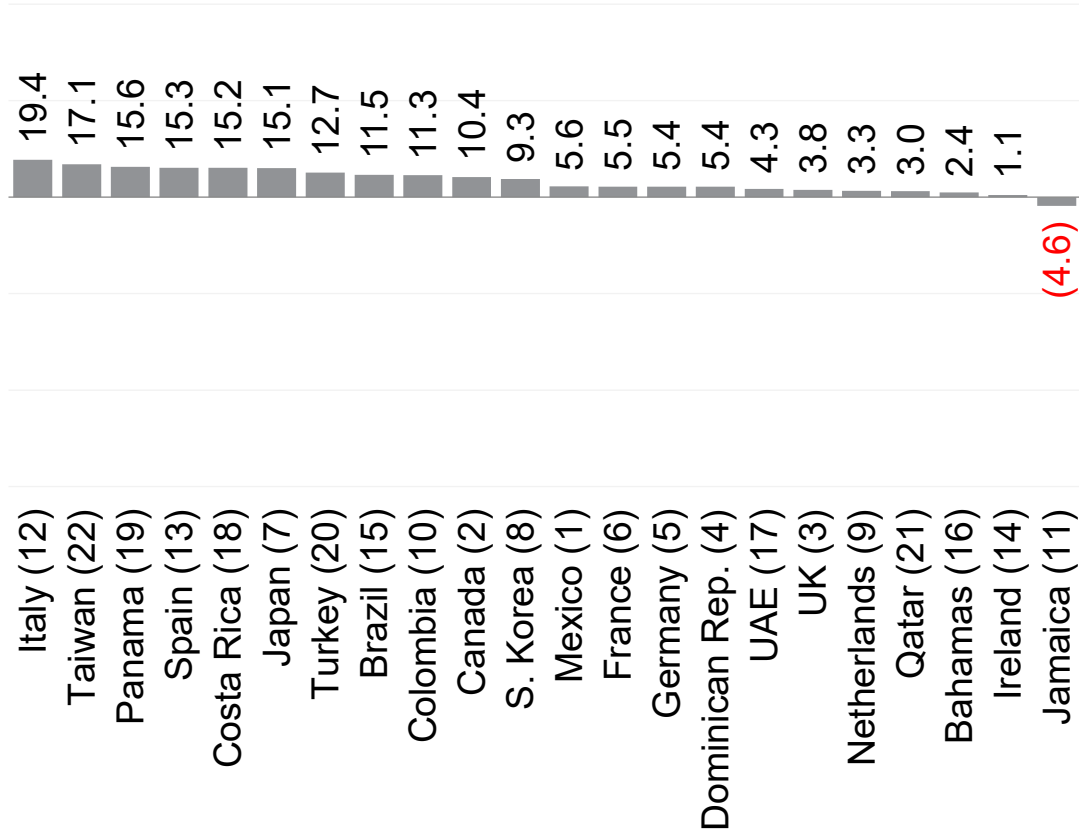
* Net tickets (gross sales minus refunds) for travel to/from U.S. airports

In 2024, U.S.-Italy Routes Saw a 19% YOY Increase in Passengers

Relative to 2019, U.S.-Colombia Volumes Rose 44% While U.S.-China Volumes Fell 74%

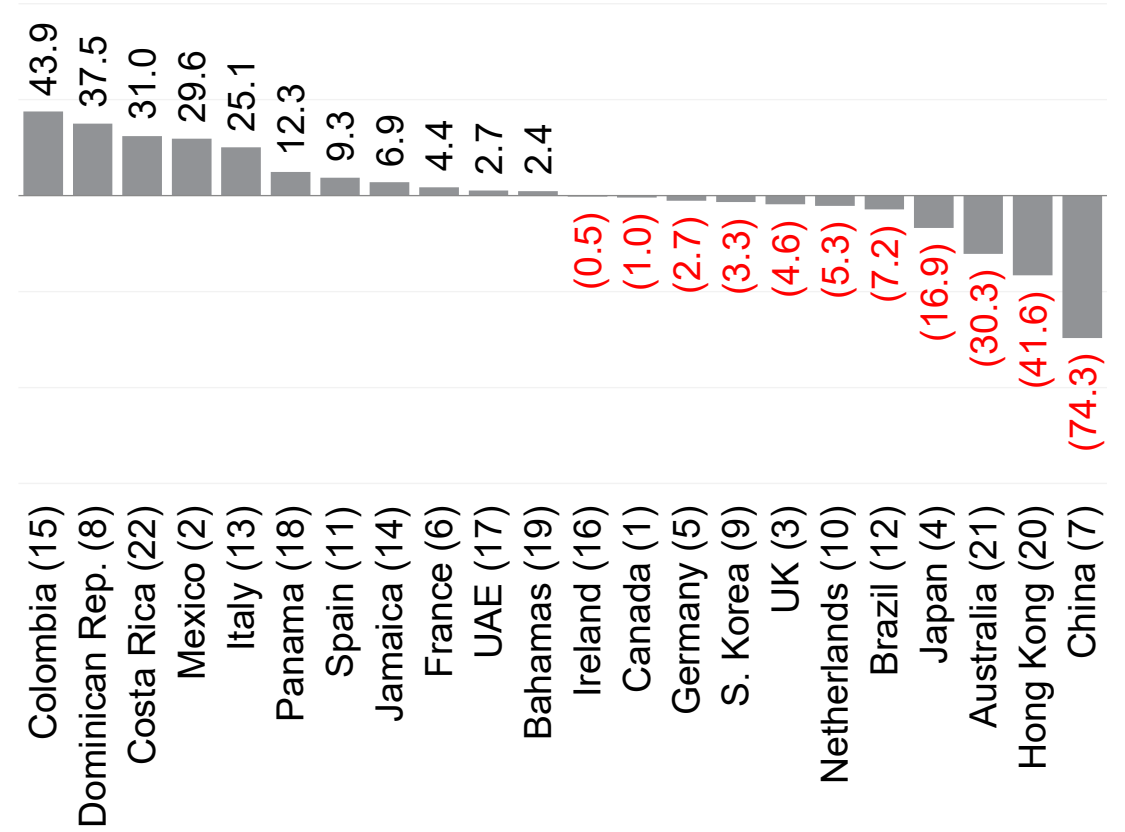
2024 Change (%) in Passengers* vs. 2023

Note: 2023 Ranking in Parentheses



2024 Change (%) in Passengers* vs. 2019

Note: 2019 Ranking in Parentheses



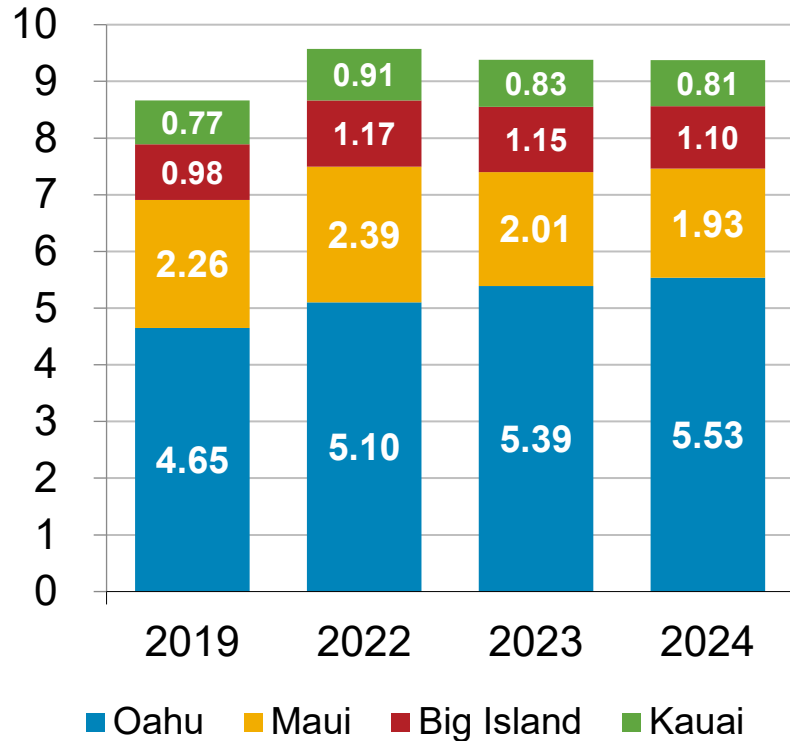
Source: DHS I-92 / APIS data compiled by U.S. Department of Commerce National Travel and Tourism Office

* Gateway-to-gateway passengers on U.S. and foreign scheduled and charter airlines

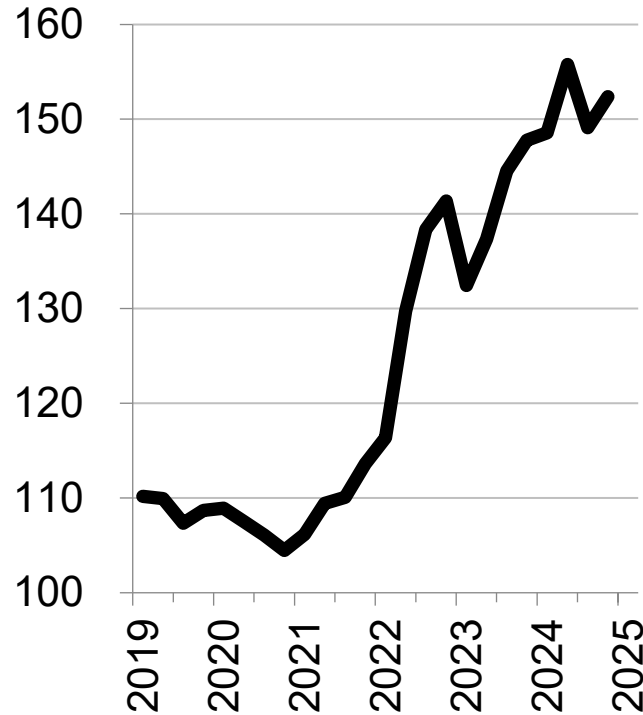
In Contrast to Other Hawaiian Islands, Domestic Arrivals to Oahu Rose in 2024

Hawaii Saw More Japanese Visitors in 2024, But International Air Arrivals Remained Well Below 2019

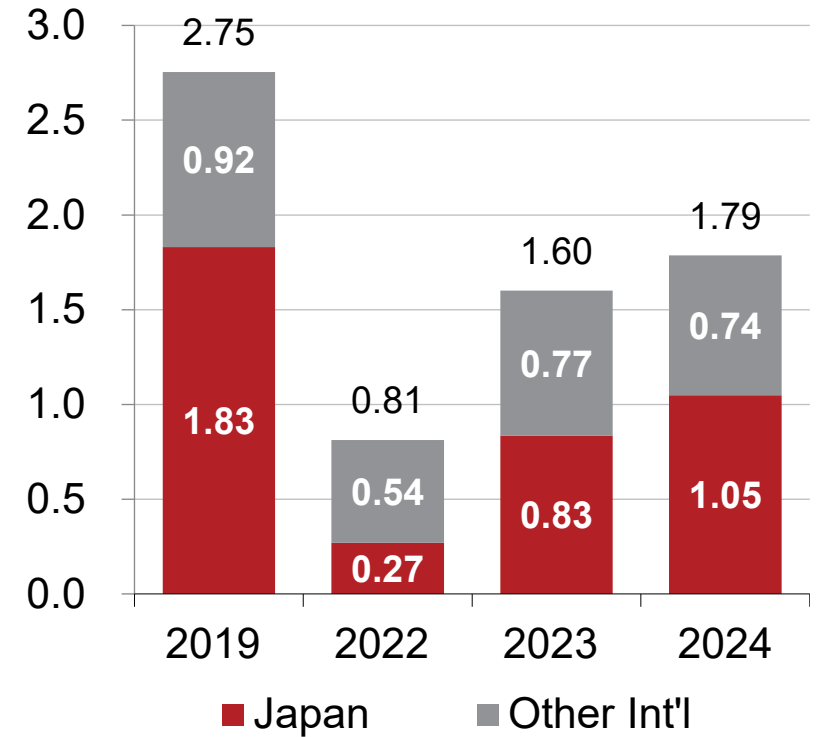
Domestic Air Pax Arrivals*
Millions



Japanese Yen to U.S. Dollar
Quarterly Exchange Rate



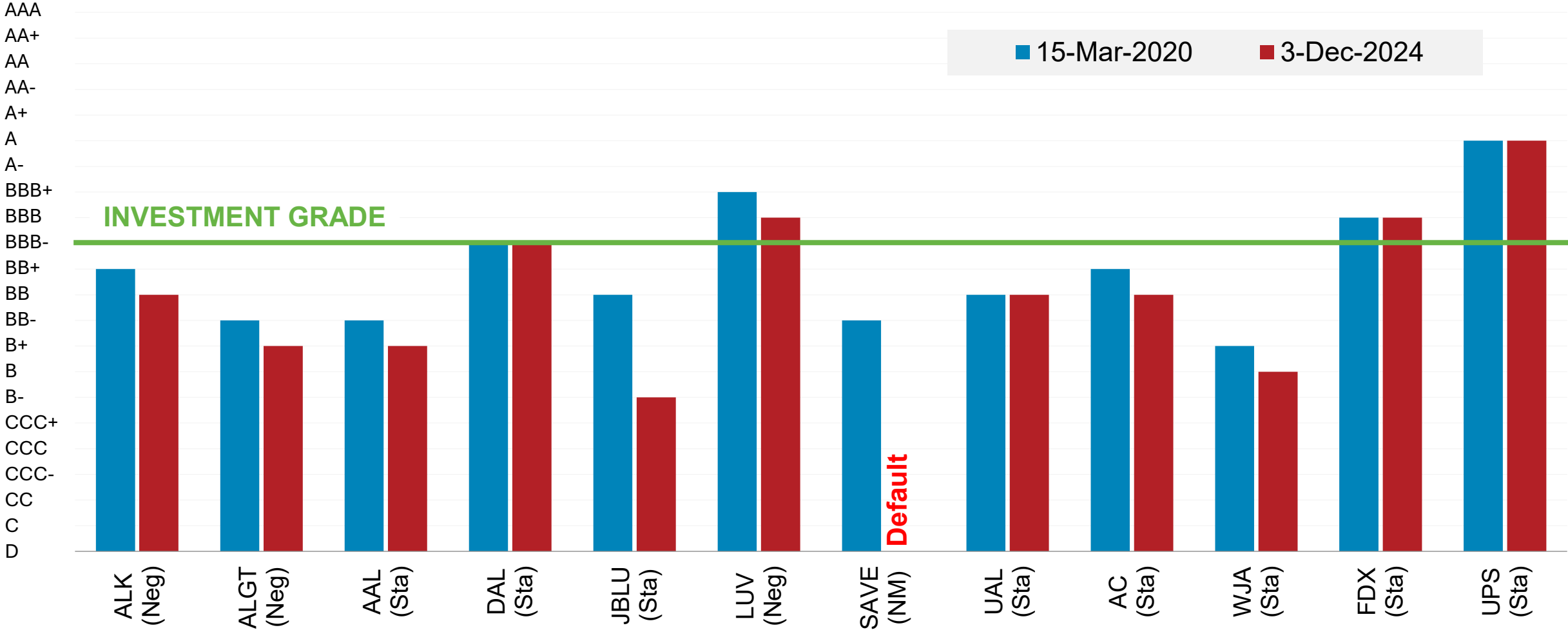
International Air Pax Arrivals*
Millions



Source: Hawaii Department of Business, Economic Development & Tourism and Federal Reserve Bank of St. Louis * Includes returning residents, intended residents and visitors but exclude interisland and Canada passengers

Per Standard & Poor's, Pax Airline Balance Sheet Quality Remains Depressed Post-Pandemic

Ratings Reflect Assessment of Financial Condition and Risk

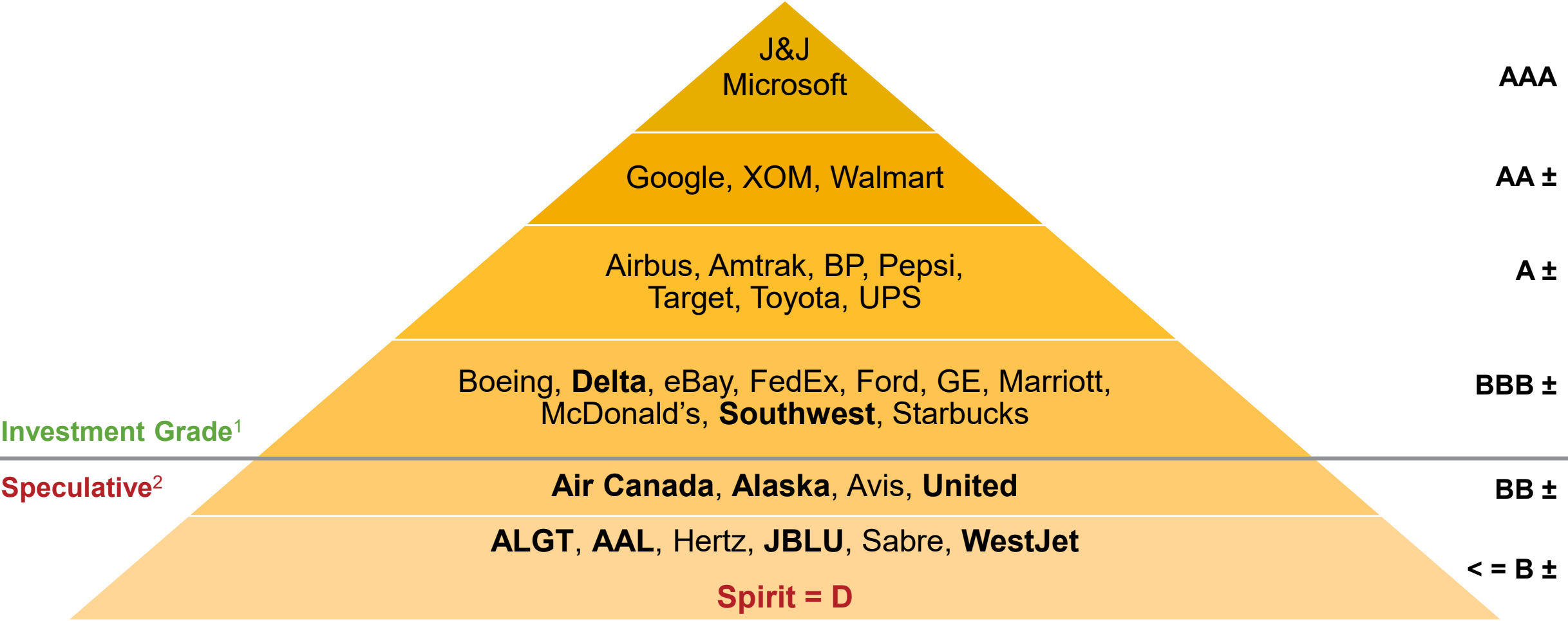


Source: Standard & Poor's issuer ratings and outlook (in parentheses) for publicly traded U.S. and Canadian carriers in the S&P coverage universe

Note: Pos = positive outlook; Neg = negative outlook; Sta = stable

Airline Balance Sheets Continue to Lag Those of Many Fortune 500s and Amtrak

S&P Credit Ratings Reflect Assessment of Financial Condition and Risk for Selected Companies



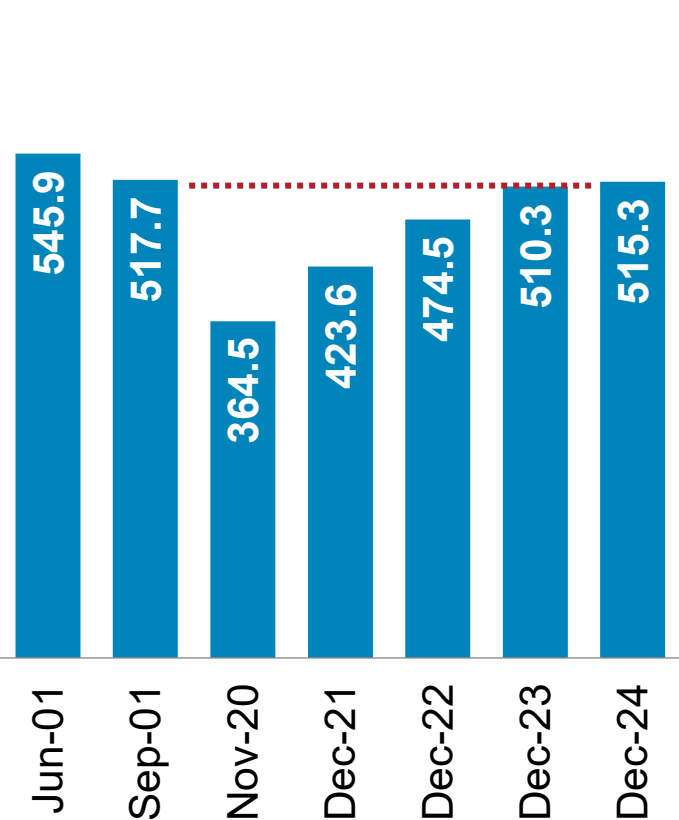
Source: Standard & Poor's (**bold** = air-only companies) as of Feb. 6, 2025

¹ Issuers with relatively high levels of creditworthiness and credit quality

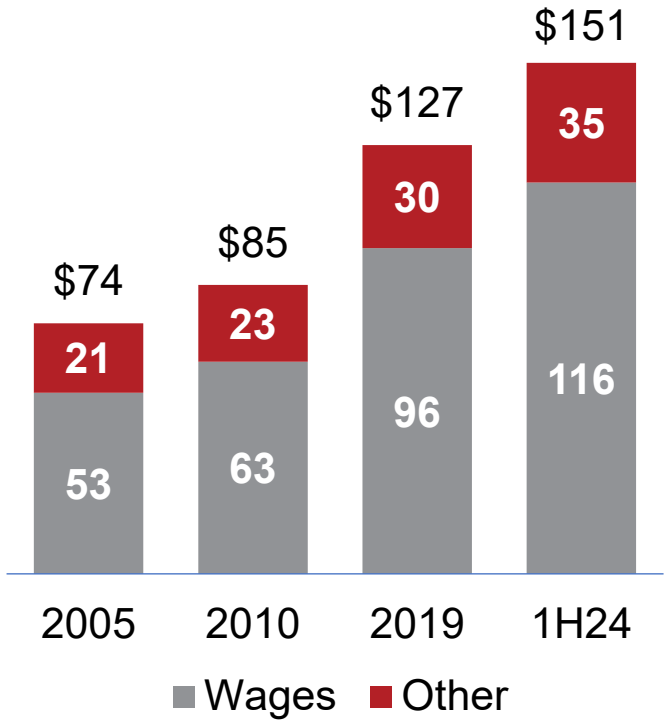
² Issuers with ability to repay but facing significant uncertainties, such as adverse business or financial circumstances that could affect credit risk

Firmer Financial Footing Has Enabled Airlines to Reinvest in Employees, Whose Average Wage Rose 85% from 2010-1H 2024 (vs. 43% U.S. CPI) and Who Now Garner 31% of Airline Revenues

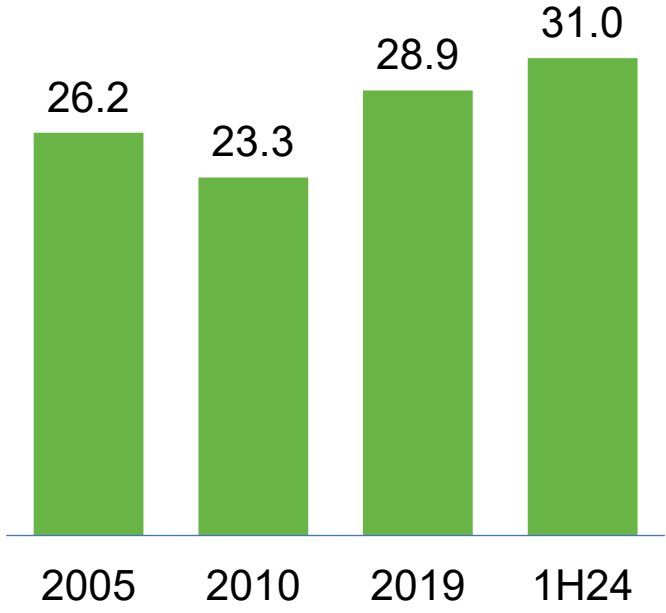
Employees (000 FTEs*)



Average Compensation (000)



Wages and Benefits as % of Operating Revenues



Source: Bureau of Transportation Statistics for scheduled U.S. passenger airlines and A4A Passenger Airline Cost Index

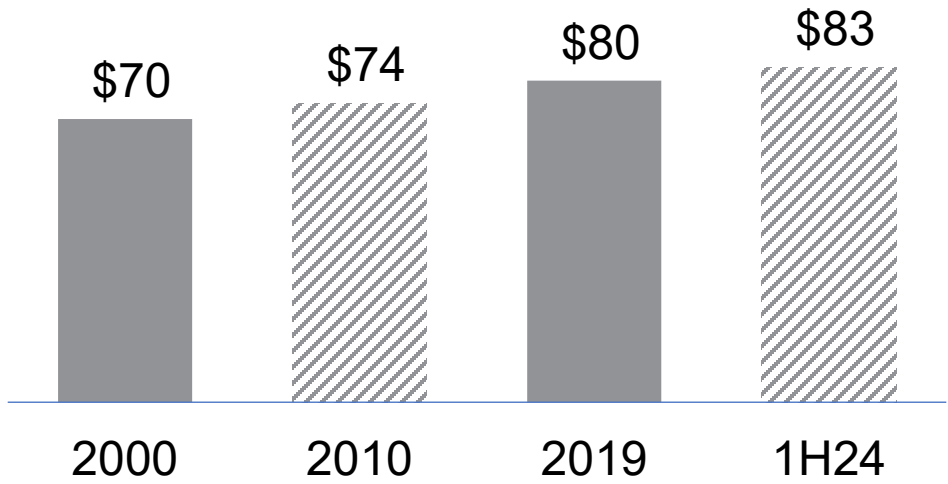
* Full-time equivalents (FTE) = full-time workers plus 0.5 * part-time workers

Real (Inflation-Adjusted) Airline Wages Grew 29% From 2010 to the First Half of 2024

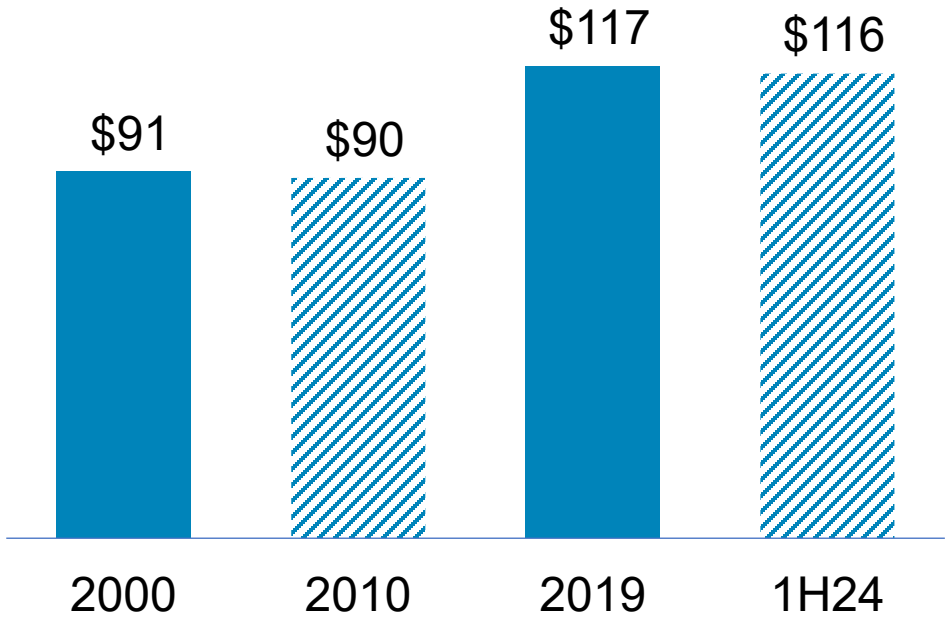
The Average Private Sector Wage Grew Just 12% in Real Terms Over That Period

Average Wage (000) in Constant 1H 2024 Dollars

U.S. Private Sector
Real Wages *Up 12%* Since 2010



U.S. Passenger Airlines
Real Wages *Up 29%* Since 2010

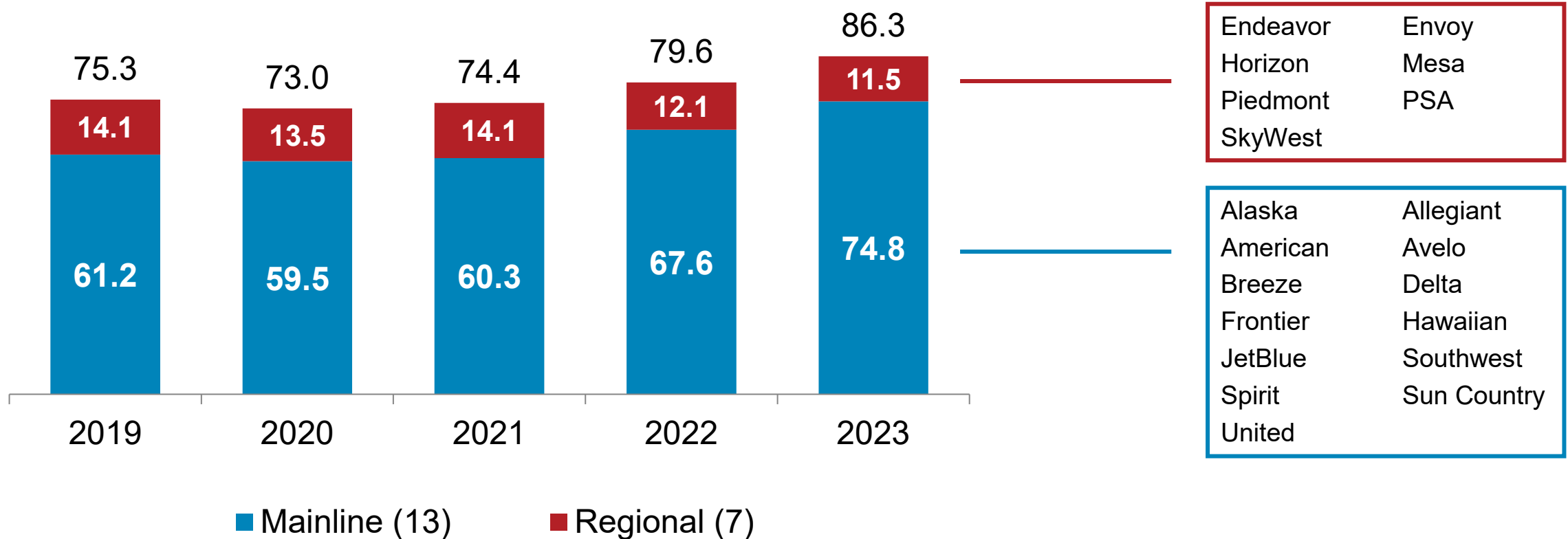


Source: A4A Passenger Airline Cost Index

U.S. Passenger Airlines Added ~6,700 Pilots in 2023 — Up 8.4% From 2022

Mainline Pilot Levels Ended the Year 22% Above 2019, But Regional Pilot Levels Were 18% Lower

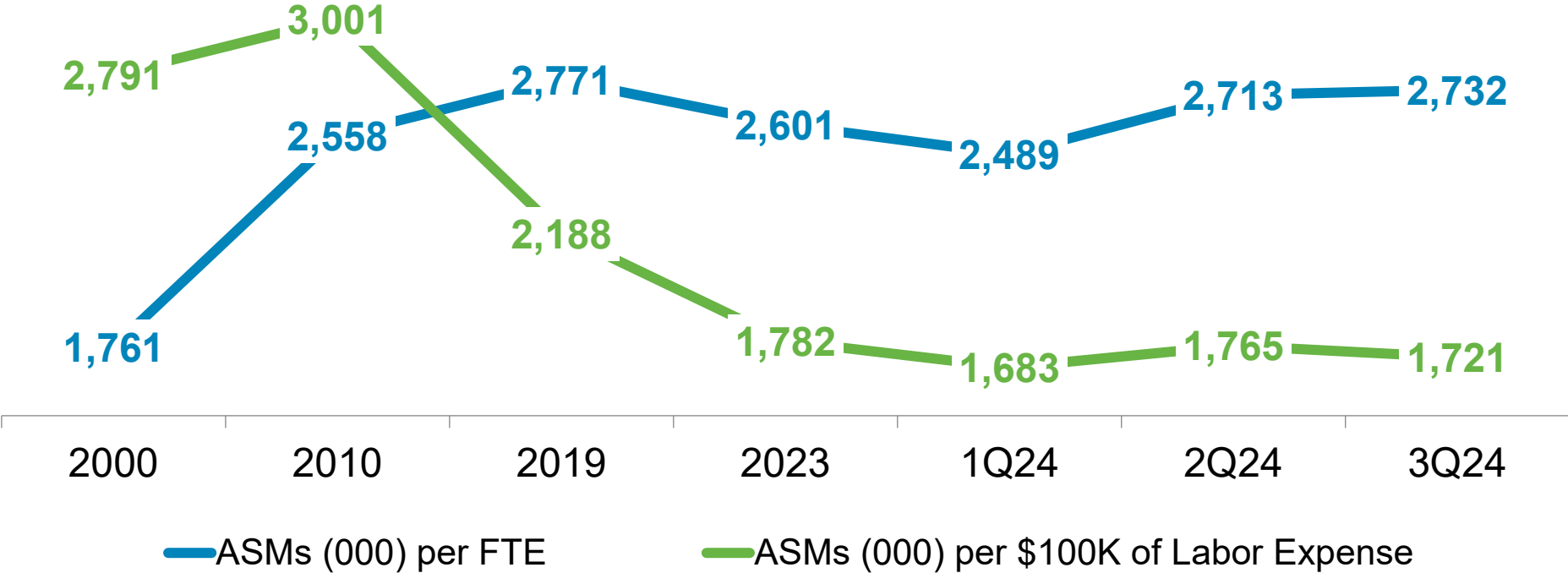
Year-End Active Pilots (000) at 20 U.S. Passenger Airlines



Source: Company SEC filings or direct reports

U.S. Airline FTE Productivity Recovering in 2024, But Labor-Dollar Productivity Down ~21% Greater Labor Expense Needed to Generate Pre-Pandemic Levels of Capacity

Trends in U.S. Passenger Airline Productivity



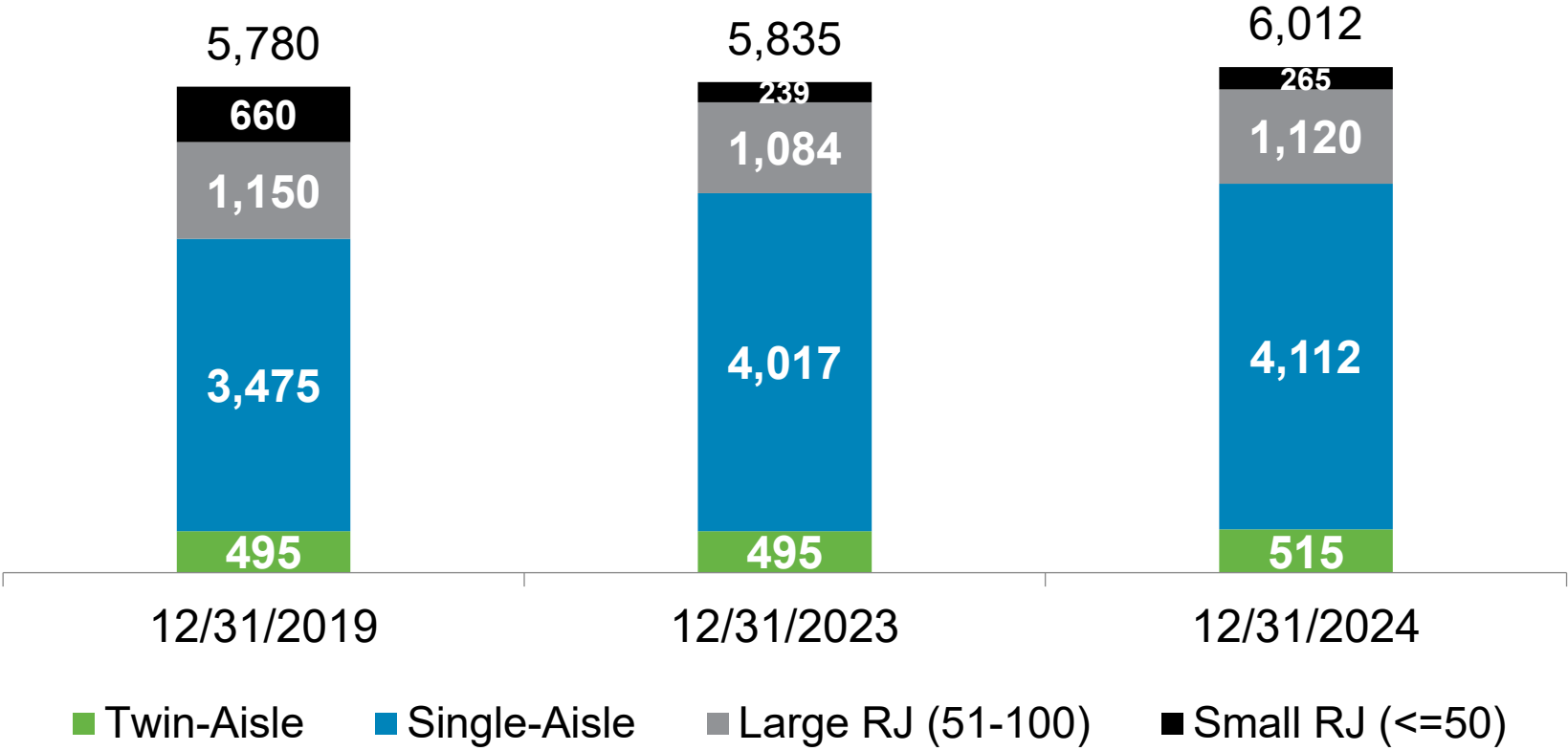
Source: A4A Passenger Airline Cost Index

* ASM = available seat mile (basic unit of passenger airline capacity)

U.S. Passenger Airlines Ended 2024 Operating More Than 6,000 Aircraft – Up 232 From 2019

From 2019 to 2024, the Fleet of *Small Regional Aircraft* Declined by 395 Units (60%)

Number of Active Aircraft*



Source: Anuvu * Operated by or on behalf of Alaska/Allegiant/American/Avelo/Breeze/Delta/Frontier/Hawaiian/JetBlue/Southwest/Spirit/Sun Country/United in any of the previous seven days

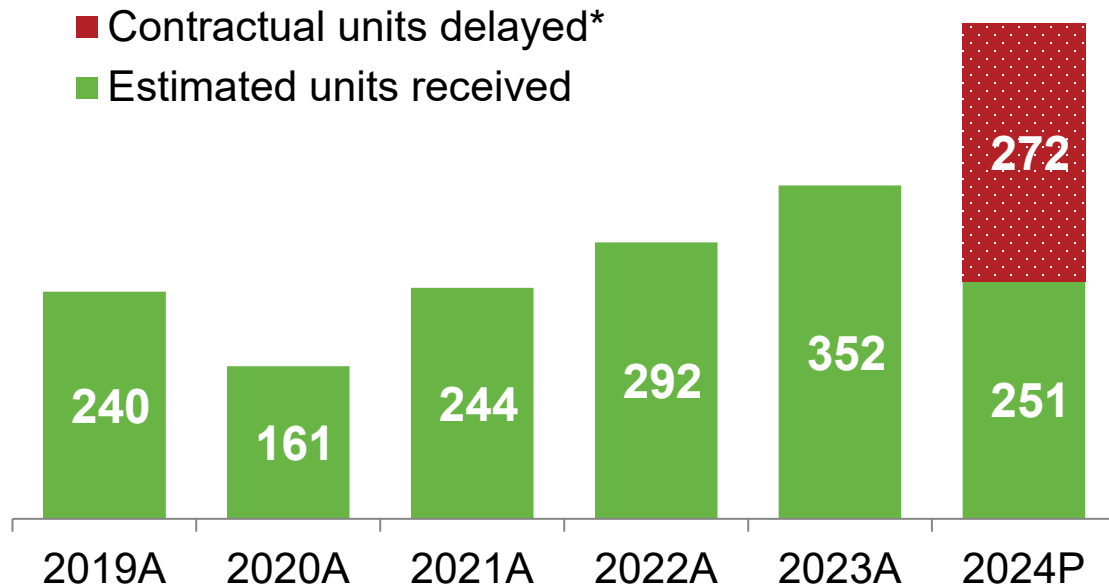
Aircraft Deliveries in 2024 Reduced Materially by Production/Certification Delays

U.S. Passenger Airlines Received Just Half of Their Contractually Stipulated Aircraft Deliveries

“**A weakened supply chain**...is one of the main culprits. [T]he **dearth of airplanes** has left many carriers unable to respond fully to resurgent demand for air travel, growing competition and pressure to fly cleaner fleets.”

Bloomberg Government, “A Lost Decade of Planemaking Costs Airlines Thousands of Jets” (Oct. 29, 2024)

New-Aircraft Deliveries for 11 U.S. Passenger Airlines



United Airlines Aircraft Deliveries in 2025

(As of Dec. 31, 2024, per UAL 10-K)

Aircraft Type	Contractual	Expected	Diff
B787	28	9	(19)
B737 MAX 8	16	16	—
B737 MAX 9	68	28	(40)
A321 neo	23	20	(3)
Total	135	73	(62)

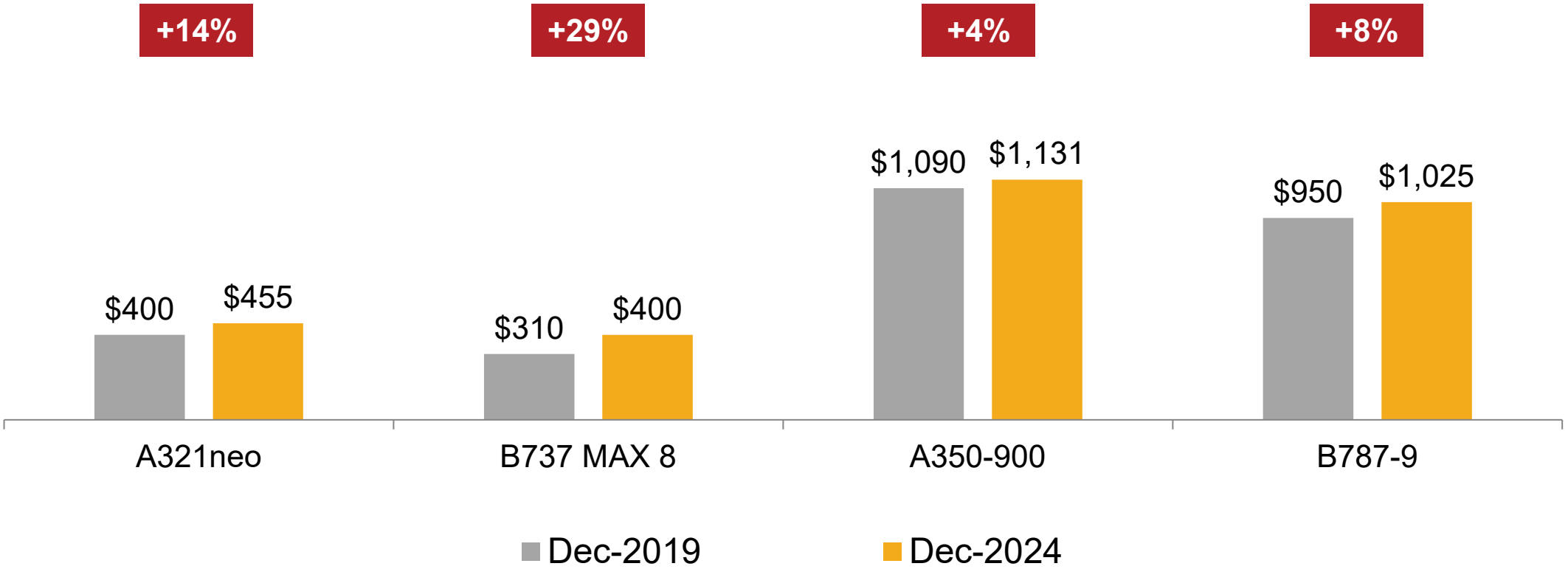
Source: Alaska/Hawaiian, Allegiant, American, Breeze, Delta, Frontier, JetBlue, Southwest, Spirit and United as of Feb. 19, 2025

* 2024 based on contractual fleet plans as of 10/31/2023

Single-Aisle Airplanes Have Gotten Significantly More Expensive

Monthly Lease Rates on New Builds Reflect Supply Chain (e.g., Labor, Materials) Tightness

Monthly Market Lease Rates (000) for New Builds



Source: Cirium and Deutsche Bank (January 2025)

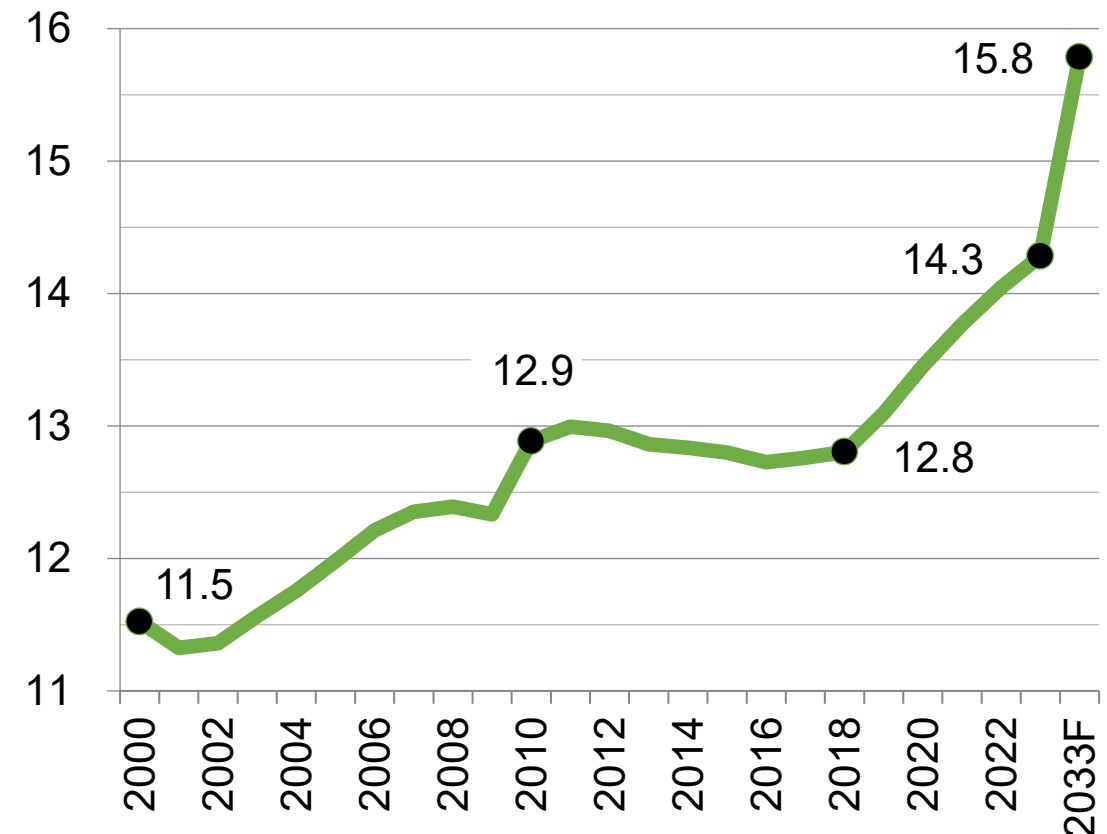
Globally, Delivery Delays Are Translating to an Aging Fleet

Average Fleet Age Expected to Rise to ~16 Years by 2033

“**Commercial airplane fleets are aging at an alarming rate, and the implications**—ranging from higher maintenance, repair and overhaul costs to reduced ability to meet ambitious sustainability targets—**are troubling for operators**... [We do] not expect a return to 2018 delivery levels until around 2027, and that milestone may slip to the right with the fallout from strikes **and the whack-a-mole nature of supply chain bottlenecks that are difficult to contain**... To return the fleet age to 2019 levels by 2033, 5-10% more narrowbodies and 30-40% more widebodies would have to be delivered than are forecast to be handed over.”

Mike Stengel, AeroDynamic Advisory, “Up Front,”
Aviation Week & Space Technology, (Nov. 25, 2024)

Average Age (Years) of Global Airline Fleet



Source: CAPA (<https://centreforaviation.com/>) and Mike Stengel, AeroDynamic Advisory, *Aviation Week & Space Technology*, (Nov. 25, 2024)

* Based on contractual fleet plans as of 10/31/2023

Supply Chain Issues Are Exacerbating Airline Cost and Operating Pressures

Tight Capacity of Maintenance/Repair/Overhaul (MRO) and Parts Could Last Several Years

“External MRO capacity is not likely to move materially higher in the near-term, as facility operators are concerned about overcapacity in the future. The view here is that MROs are likely only 25% of the solution. To get out of this environment, it’s going to take higher OE production, which should accelerate retirements and allow for more parts scrapping. **All indicators are that it should take another two and half to three years before that plays out.**” (Stephen Trent, AeroDynamic Advisory, Nov. 13, 2024)

“Integral parts of the supply chain like engines are also seeing delays, with CFM’s delivery target for LEAP engines in 2024 now down 10% year-over-year vs. up 20% to 25% in February 2024. **Aircraft availability is further exacerbated by tight MRO supply, both in terms of slot availability and longer turnaround times. Several airlines in the US are also materially impacted by mandatory accelerated maintenance** for GTF-powered A230neos and A220s...” (Catherine O’Brien, Goldman Sachs Equity Research, Nov. 15, 2024)

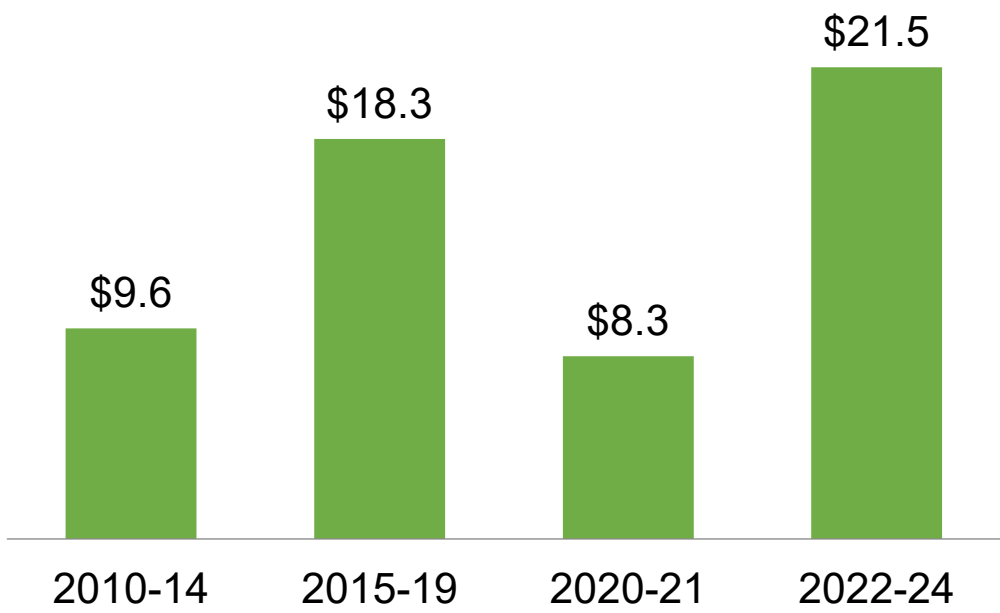
“For airlines, an aging fleet **increases pressure on maintenance costs**... Inflation has certainly played a role..., **but older fleets also drive nonroutine tasks during maintenance events, and parts become more difficult to source**... [M]ost airlines will find their options limited...” (Mike Stengel, AeroDynamic Advisory, Nov. 25, 2024)

U.S. Airlines Are Investing Heavily in Aircraft, Ground Equipment, Facilities and Technology

Financial Recovery Has Enabled Record Rates of Reinvestment, Exceeding \$20B Annually



Average Annual Capital Expenditures* (Billions)
U.S. Passenger Airlines

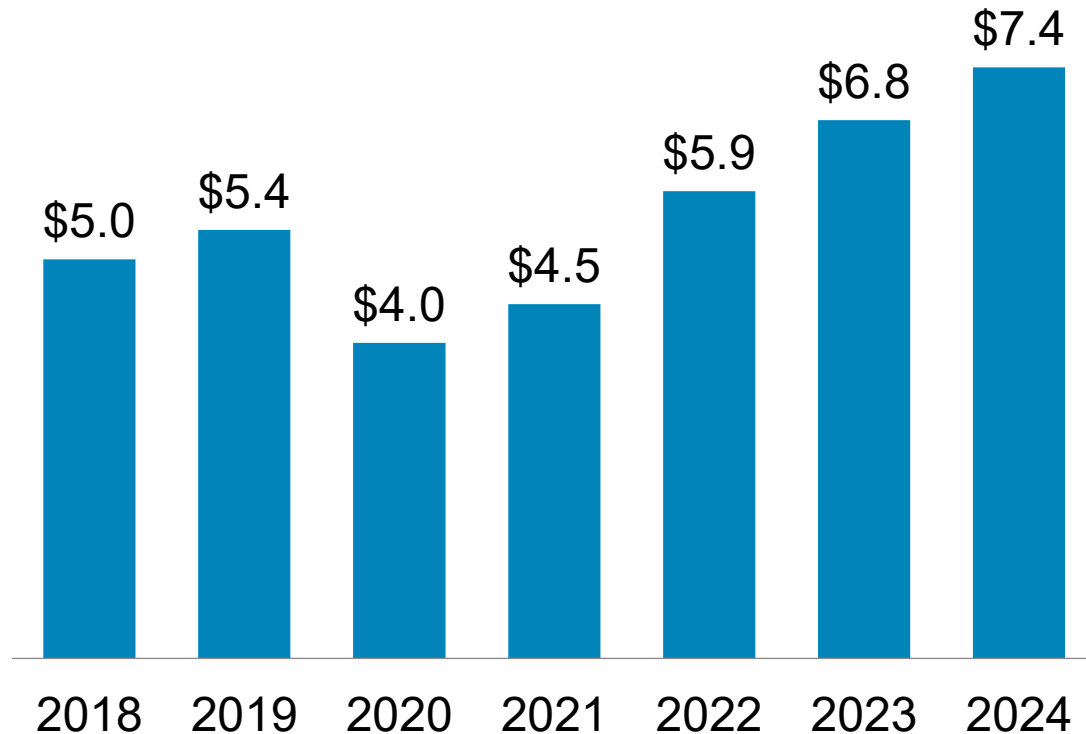


* Includes payments made for aircraft and other flight equipment, ground and other property and equipment (e.g., baggage carts, lavatory trucks, deicing vehicles), airport and other facility construction and technology
Sources: CapEx from SEC filings of Alaska/Hawaiian, Allegiant, American, Delta, Frontier, Hawaiian, JetBlue, Southwest, Spirit, Sun Country, United and predecessors

From 2022-2024, U.S. Passenger Airlines Spent ~\$20 Billion on Information Technology

Goal: Boost Operational Resiliency/Redundancy/Security and Customer Self-Service Functionality

Annual IT Expenditures* (Billions)
U.S. Passenger Airlines



Making it easier for travelers to:

- Shop for tickets
- Modify itineraries
- Check in for their journeys
- Navigate airports
- Check and/or track bags
- Stay apprised of flight status
- Redeem vouchers/loyalty points

Sources: Alaska/Hawaiian, Allegiant, American, Avelo, Breeze, Delta Frontier, JetBlue, Southwest, Spirit, Sun Country, United

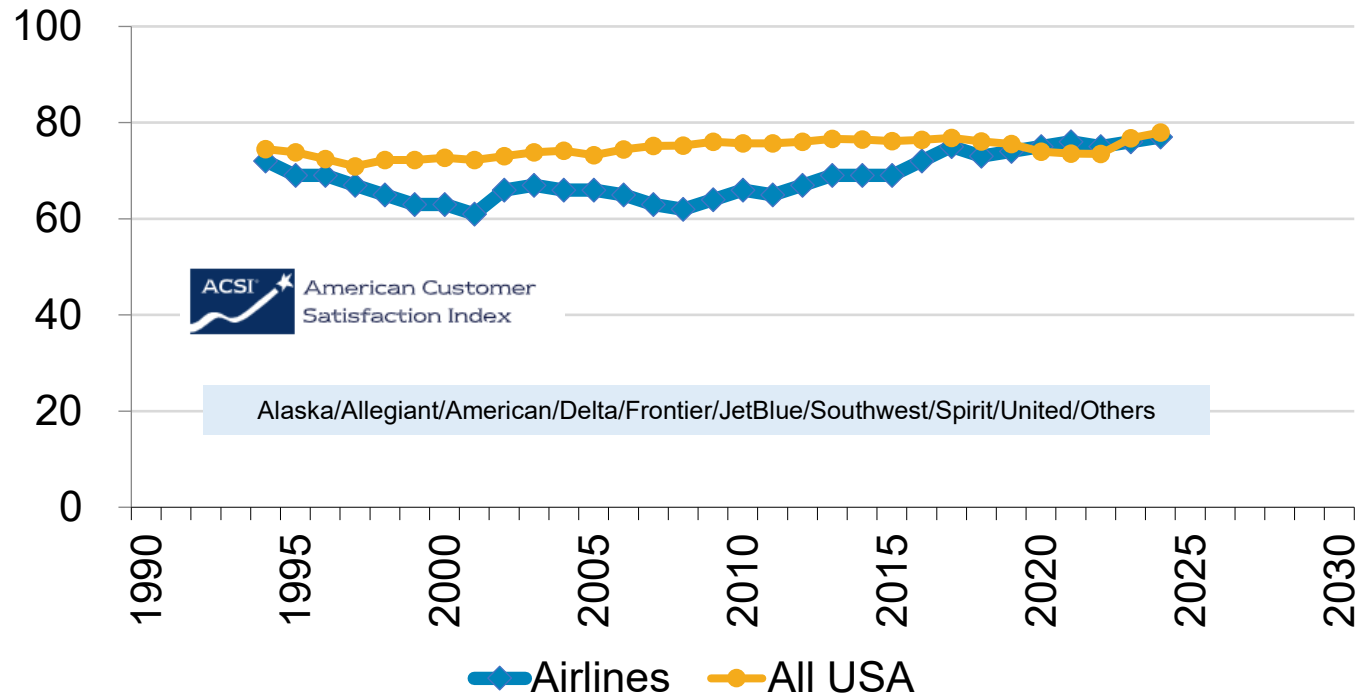
* IT operating expenses plus capital expenditures, net of depreciation (where available)

ACSI Airline Customer Satisfaction Index Reached an All-Time High in 2024

Airlines Scored 80+ on 14 of the 19 Satisfaction Benchmarks; Scores Rose on All 19 From 2019-2024

“Carriers have bounced back strongly, showing that **innovations and service improvements implemented during the last two years have resonated with customers.**”

Forrest Morgeson, Dir. of Research Emeritus, (April 23, 2024)



Satisfaction Benchmark	2019	2024	Diff
Ease of making reservation	81	84	+3
Mobile app quality	82	84	+2
Mobile app reliability	82	84	+2
Ease of check-in	82	83	+1
Website satisfaction	80	83	+3
Cabin and lavatory cleanliness	78	82	+4
Courtesy: flight crew	80	82	+2
Baggage handling	79	81	+2
Boarding experience	79	81	+2
Call center satisfaction	78	81	+3
Courtesy: gate staff	80	81	+1
Timeliness of arrival	80	81	+1
Loyalty program	75	80	+5
Range of flight schedules	77	80	+3
Overhead storage	73	79	+6
Food and beverage: purchased	73	78	+5
Inflight entertainment	71	78	+7
Food and beverage: free	73	76	+3
Seat comfort	69	76	+7

Source: The American Customer Satisfaction Index (ACSI®), the only national cross-industry measure of customer satisfaction, measures the satisfaction of U.S. household consumers with the quality of products and services offered by firms with significant share in U.S. markets. The ACSI Travel Study 2023-2024 reflects interviews with 16,352 customers, chosen at random and contacted via email between April 2023 and March 2024.

ACSI Study Shows Airline Customer Satisfaction in Line With Other Transport/Travel Sectors

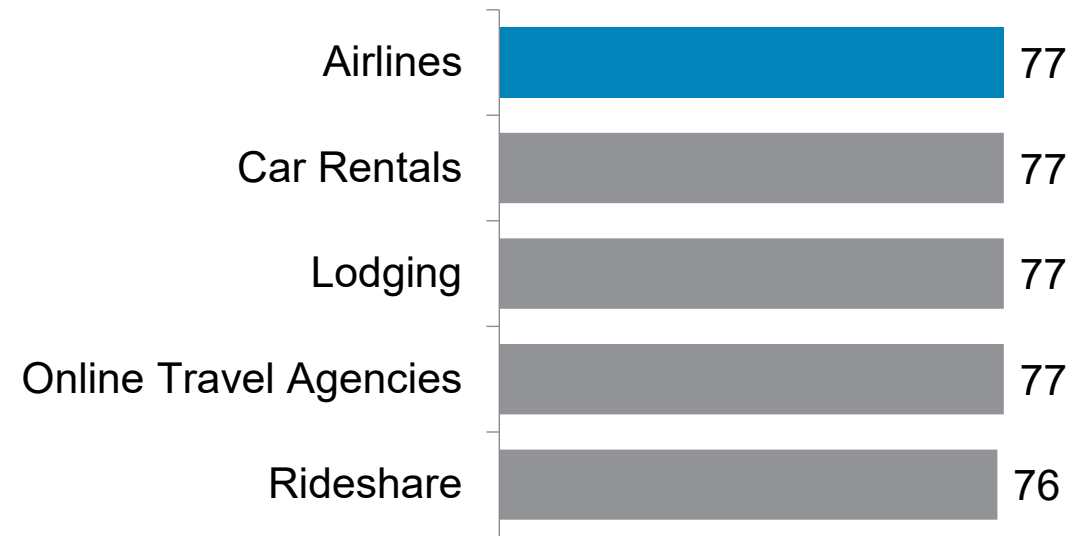
Latest Survey Research Shows Airlines Tied With Car Rentals/Lodging/OTAs, Ahead of Rideshare



The National Cross-Industry Measure of Customer Satisfaction

ACSI: **“Airlines today face more challenges than perhaps any other industry but are rising to the task.** Ensuring passenger safety, satisfaction, and profitability can seem daunting, but ACSI’s solution forecasts the expected results from various improvement strategies in terms of customer satisfaction, retention, and financial returns.”

Customer Satisfaction Scores (0 to 100) by Industry

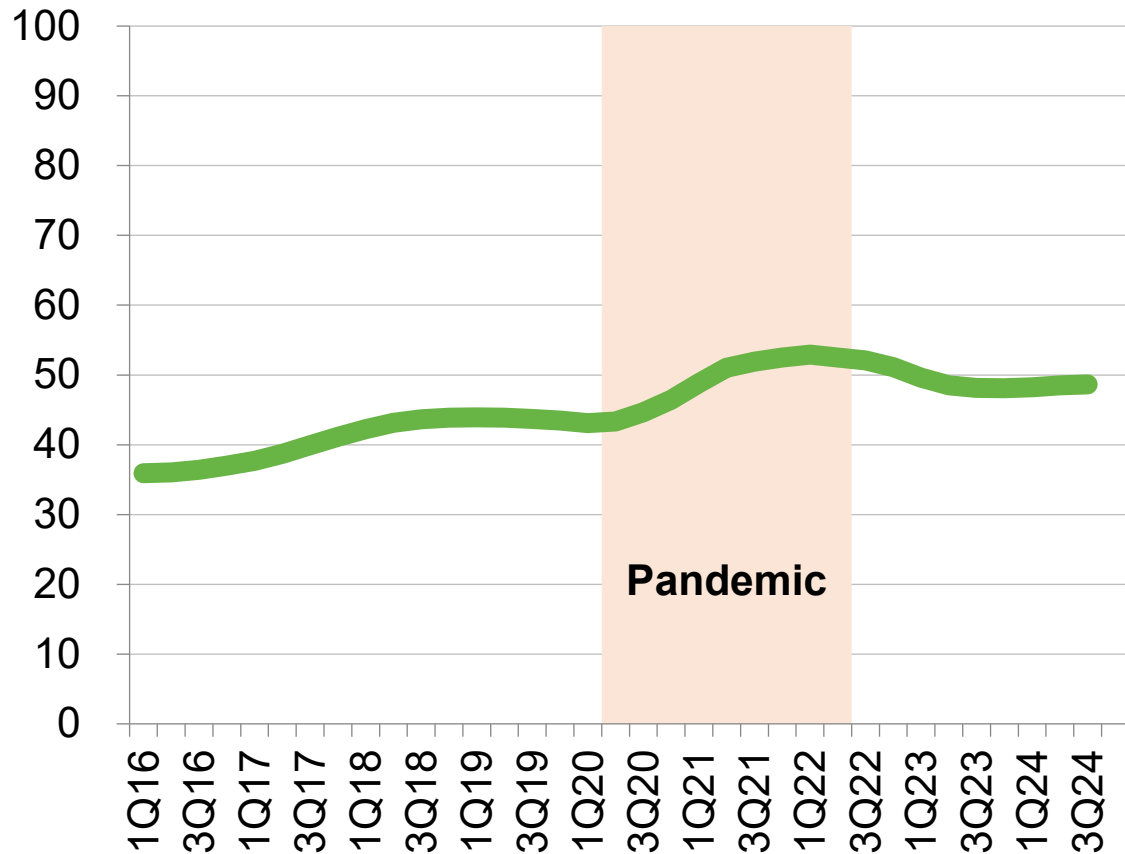


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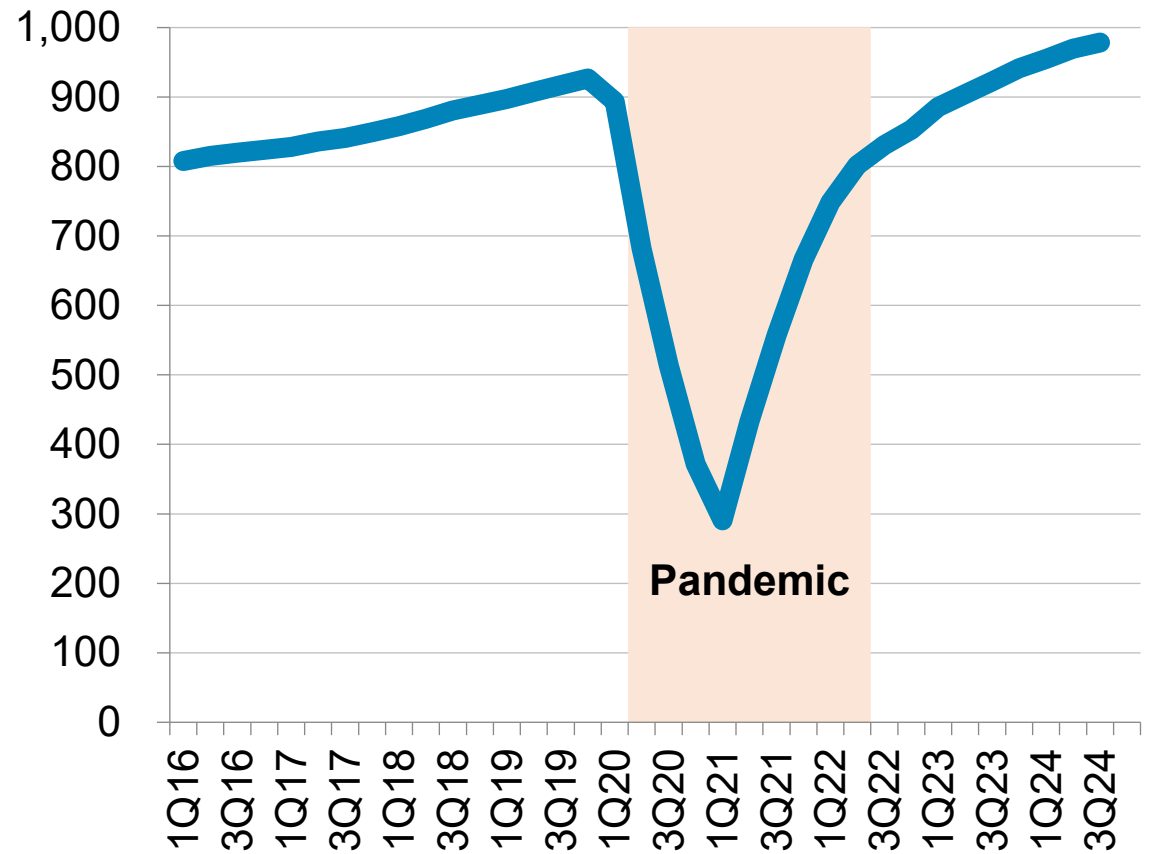
For U.S. Airlines, Air-Travel and Air-Cargo Demand Exceed Pre-Pandemic Levels

Air Cargo Stabilized After a Pandemic Surge, Whereas Air Travel Has Continued to Rise in 2023-2024

Annualized Air Cargo Revenue Ton Miles* (Bils)



Annualized Scheduled-Service Passengers (Mils)

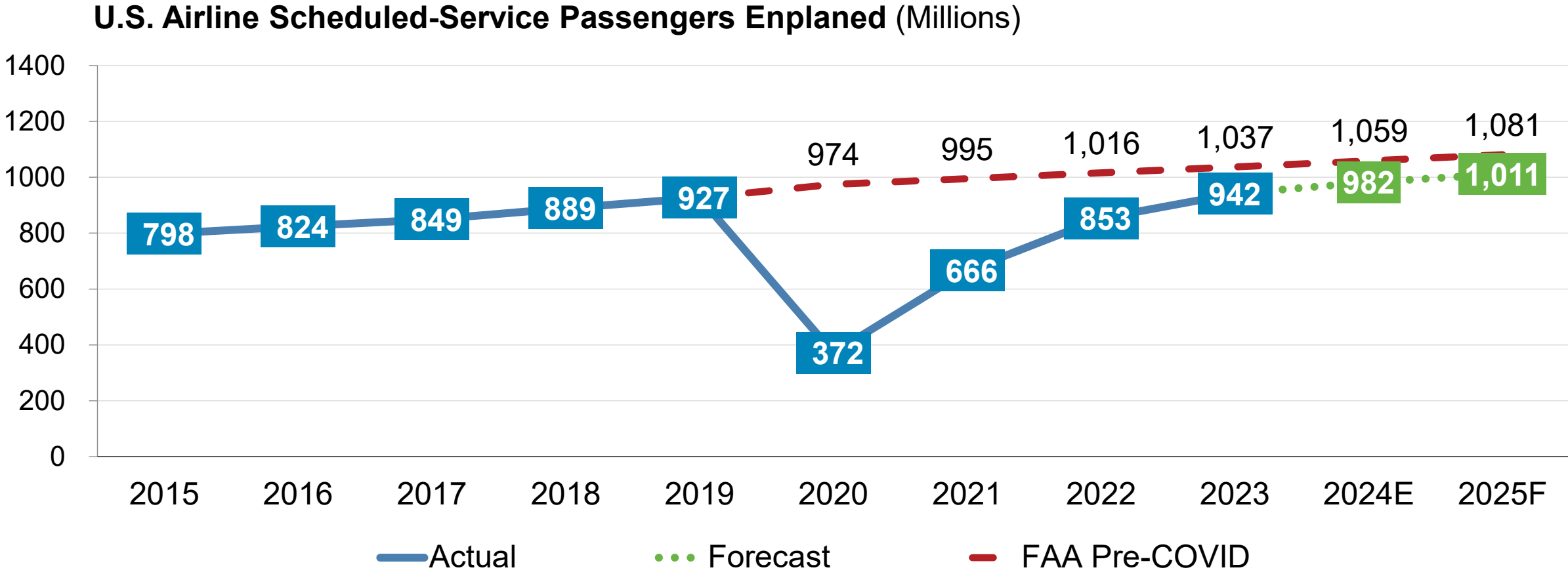


Source: Bureau of Transportation Statistics (Form 41 Schedule T1 and T100 segment data)

* Cargo revenue ton miles (RTMs) flown on U.S. passenger and cargo-only airlines in scheduled and nonscheduled services

U.S. Airline Passenger Volumes Projected to Reach All-Time High in 2025

Forecast Assumes Continued U.S. Job Growth and Disinflation



Source: A4A and U.S. Bureau of Transportation Statistics (Form 41 Schedule T-1)

Note: F= forecast; 2024 projection assumes 5% year-over-year growth



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